

Official Report of the Games of the XXIIIrd Olympiad Los Angeles, 1984



*If there must be one purpose
for why I play
let it be that
I am given the chance
to be part of a concept that is bigger
than myself,
something that works according
to the trust
each human element has in the other,
an idea that is going after what
will make of the whole
bigger parts . . .*

*Official Report of the
Games of the
XXIIIrd Olympiad
Los Angeles, 1984*

*Volume 1
Organization and Planning*

Published by the Los Angeles Olympic Organizing Committee
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Readers should note the following regarding the text of the Official Report:

- Use of male pronouns in the text imply the female throughout as appropriate.
- Measurements have been stated as actually made or used; thus, most measurements are stated using the U.S. Customary System. Interested readers should find little difficulty in converting the measurements presented to metric measurements if desired.
- The editors followed a general policy of identifying individuals by function rather than by name. It was felt that this would provide a clearer understanding of the interaction between departments and organizations and more properly reflect the collective accomplishments made during the organizing and operational periods.

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Preface

The compilation, design and publication of this *"Official Report of the Games of the XXIIIrd Olympiad"* has been a labor of love for the small corps of designers, editors, writers and others who worked to produce it. In view of the short time in which it was compiled, written, designed and printed, the *"Official Report"* is only a mere summary of the organizing, planning and staging done between 1979 and 1984 for the second Olympic Games held in Los Angeles.

Readers looking for interesting anecdotes, colorful stories and wistful recollections will probably be disappointed. We have tried to recreate the story of the LAOOC and the organizing effort in a concise but instructive manner, concentrating on the actions and decisions rather than on the interplay of organizations and personalities. The goal was to summarize the LAOOC's procedures in determining which facilities to use and services to provide, and to describe the actual delivery of those services during the time of the Games. Our approach was similar to that of an historian or textbook writer, rather than a novelist. Inevitably, individual credit was overshadowed in the historical process of describing what happened and why. This was consistent with the underlying assumption that those who organized the Games did so for the collective good of the event, rather than for individual attention and glory. Interested parties will find the names of the LAOOC staff members as at the end of the planning period listed in Chapter 39.

In our quest for details to recount the complexity and enormity of the Olympic Games as an international

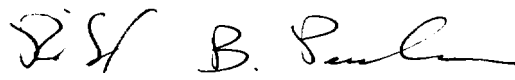
event, we have made liberal use of photographs, specially-commissioned drawings and waves of statistics and summary tables. Most important among these are the venue architectural drawings and accompanying tables. They present in precise detail the physical elements provided for the operation of each major competition and support site. By reviewing the physical provisions required to stage our Games, future Olympic organizers and other interested parties may be able to better determine the scope of their own endeavors. Because the detailed architectural review extends to all competition venues, organizers of major single-sport events, such as world or regional championships, may also find the data useful.

Attention has also been paid to the organizational structure during the time of the Games. Those interested in the management structure of the LAOOC and its program to control the development process are encouraged to review Chapter 3 in its entirety, those sections of Chapter 30 dealing with the commissioner program and the sections of Chapter 37 dealing with the venue development process. The difficult shift from organization by central departments to a venue-specific structure was made possible by the strong commissioner program and the clear delegation of authority to the commissioners through the *"Commissioner's Mandate for the Preparatory Phase"* and the *"Commissioner's Authority Memorandum."* Each chapter of the *"Official Report"* reviews the work of the central departments and their functions. To create this report, raw data was gathered from each department, more than 20,000 pages of internal after-action reports were reviewed and finally the material was condensed into the final manuscript. Our staff of editors and writers worked diligently to produce the manuscript in a remarkably short four months. Drawings,

photography and special art were produced and selected over the same period. Design and printing took roughly seven months. We hope the result will be judged worthy of the Games that preceded it.

We owe thanks to many people who gave their time long after their responsibilities to the Organizing Committee had ended. Those who have contributed most directly are listed on the staff page at the back of both volumes. But the greatest thanks must be given to those who came to compete and, most of all, to those who came to work in support of the Games of the XXIIIrd Olympiad. Again, we must recognize the unfailing support of the people of Southern California, who willingly gave of themselves to volunteer for thousands of positions which helped to make the Games successful.

We have written of the agony of the organizational process and the rejoicing in the success of the final product. Our report recounts an extraordinary period of achievement and intensity culminated by the great quadrennial festival of sport which is the Olympic Games. The organizing effort was difficult but manageable, required both tenacity and vision and was, in the end, frugal, but hardly "spartan." In the following pages, you will find our story.



Richard B. Perelman
Editor-in-Chief

Los Angeles, California
June 1985

1

Reflections

There was so much that was so good.

None of us who organized the Games of the XXIIIrd Olympiad can forget the moments of power and wonder compacted into those 16 days of ceremonies and competition that went by so swiftly. The brilliance of the athletes combined with a great outpouring of support from tens of thousands of volunteers and paid staff who came from all over the city of Los Angeles, the state of California, across the USA and even from foreign nations to assist in a great undertaking, made the Games a greater success than anybody could have imagined.

Who did not feel a shiver of excitement when the trumpeters began the fanfare to signal the beginning of Opening Ceremonies? Who didn't share the smile of the effervescent Mary Lou Retton as she jumped, tumbled and vaulted her way through the individual all-around competition? How many felt the pain of Gabriela Andersen-Schiess as she completed the women's marathon race?

All of this and much more was the fruition of an idea spawned by a small group of dreamers who began to imagine the return of the Games to Los Angeles back in 1939. Then, the memory of the Games of the Xth Olympiad in 1932 was fresh, as was the astonishing news that in the middle of a worldwide depression, the Games had been concluded with a surplus of more than \$1 million. But it was 52 years between Olympic Games in Los Angeles and the dreamers suffered many disappointments before an agreement to again host the Games was signed in the Roosevelt Room of the White House on 20 October 1978. The task undertaken then was almost as unbelievable as an Olympic Games with a financial surplus in the middle of the Depression: the Games of the XXIIIrd Olympiad would be organized entirely by a private corporation, separate and apart from local or federal government.

The skeptics were many and they would have laughed had they been present when, on the first day of the lease, the LAOOC's office was closed and locked because the Organizing Committee had no credit rating. Yet six months from that date, a \$225 million agreement for U.S. television rights was signed with the American Broadcasting Companies (ABC), ensuring a firm financial base for the Games and a windfall for the Olympic Family which realized more than \$33 million from that agreement alone.

The small group called the LAOOC began to grow slowly and as it did, preparations for the Games progressed. The triumphs and failures of past organizers were examined and it was clear that most had operating surpluses which turned into deficits because of overwhelming construction costs. So the LAOOC set out to contract for the use of existing sports arenas and stadiums all across Southern California. Already rich in sports facilities, the Los Angeles area proved capable of providing suitable venues for the Games' 21 competition sports and two demonstration sports. Two stadiums were available to seat 90,000 or more spectators. Five major sports halls—two in Los Angeles and one each in Anaheim, Inglewood and Long Beach—joined the LAOOC to stage a special Olympic event. One by one, homes were found in which the competitions could be carried out.

Funding for the Games also required new thinking. The primary sources of revenue—government funding and lotteries—were either unavailable or, in the case of the lottery, illegal in the state of California. Commemorative coin programs had provided large sums to prior organizers, but the possibilities of introducing a successful program appeared remote in a country that had not minted a commemorative coin since 1954. Thus, the previously trivial revenue sources of television rights, ticket sales, sponsorships and supplierships had to be investigated. The success of the agreement with ABC paved the way for increased television revenue far beyond the

projections of most observers; development of the sponsorship program was not far behind.

Rather than allow a wide variety of sponsors, suppliers and licensees with the attendant confusion and over-commercialization, the LAOOC strictly limited the number of corporations and firms which were granted "official" sponsor or supplier status. Sponsors were required to make much larger contributions to the Games—in money and materiel—than in previous years and, in return, their exclusivity and prestige in association with the Olympic movement was guaranteed. Although 50 sponsors had been planned for, the actual number totaled just 29. The total number of sponsors, suppliers and licensees combined had exceeded 150 at both Montreal and Moscow, with more than 300 at Lake Placid for the Olympic Winter Games in 1980. The LAOOC had less than one hundred.

The planning period in 1981 and 1982 was difficult. With little contact between the LAOOC and its predecessors for the Games of the XXIInd Olympiad, the organizers were on their own. Staff was added to do concentrated work in a specific area, then asked to perform completely unrelated tasks in another area because additional development was needed. This flexibility in assignment proved to be a hallmark of the LAOOC's management strategy over the next two years.

The most memorable feature of the planning period was the completion of major tasks. The first world-class velodrome in the western United States was completed on time and under budget in 1982, as a gift of one of the sponsors who wanted to leave a lasting legacy to the Southern California area. The swimming pool at the University of Southern California was another sponsor gift. It, too, became part of the legacy of facilities left to Los

Angeles by those who wanted the Games to be more than a two-week sporting event. Each facility was conceived and constructed for permanent use. The velodrome is used for training by cyclists from all over the country and competitive cycling is being introduced to an entire generation of Los Angeles residents. The swimming facility, while not an architectural monument, is an excellent outdoor facility which can be used year-round, thanks to the temperate Southern California climate.

As the construction projects were completed for those few facilities for which existing arenas or stadiums were not available, the planning progressed to the testing stage. The LAOOC assumed that volunteers would be effective in the management and operation of the Games, but this was not a certainty. The LAOOC further assumed that the temporary nature of many of the support facilities would not detract from the dignity and stature of the Games, but few were really sure. The Games needed a shakedown; an opportunity to check the reality of the planning which had transpired so far.

The first trial came at the January 1983 meeting of the IOC Executive Board and the NOCs, at which representatives of 141 nations gathered to discuss the Games and see what the LAOOC had planned. Volunteer drivers, hosts and hostesses performed admirably and experimental design concepts were well received; the meeting was a success. The next step was to test sports events.

Perhaps the most over-managed sporting event in history began on 7 May 1983. The III FINA World Water Polo Cup was held at Pepperdine University before some modest audiences and almost all of the LAOOC's department managers, each of whom had hands-on roles in areas they would manage 18 months later. Senior managers planned months for an operation that would cover a one week period. Although the LAOOC discovered how much there was to learn, the competition went relatively smoothly and the volunteers worked well; another success.

Imbued with confidence from the water polo event, LAOOC next tested new facilities that had been built specifically for the Games. The 1983 events in cycling, swimming, diving and synchronized swimming were both exhilarating and frustrating. Exhilaration came from the flawless performance of the physical facilities and a world record in the 800-meter freestyle by Soviet Olympic champion Vladimir Salnikov on the first day of swimming competition. Frustration came from the lessons which were learned through hard experience: understaffed concessions on some days, problems with parking on other days and equipment and supplies that didn't always arrive as planned. LAOOC staff members learned while they worked. All through these events, however, the volunteers proved their worth again and again and began to assume management roles at some of the events.

With the experience already gained and a growing desire to test new ideas, the LAOOC planned a 1983 event in gymnastics—the most complex of the sports to be staged at indoor arenas. The vibrant Look which had developed slowly through the cycling and swimming events blossomed inside Pauley Pavilion in an explosion of color which lent a festive atmosphere to the competitions. Two more events were held and by the end of the year, the organizers were sufficiently confident that their major assumptions were correct and that the final stage of planning could proceed.

Since the next six months were spent in the revision and finalization of detailed plans for each site, the time passed quickly. After the Olympic Winter Games in February 1984, at Sarajevo, the focus turned to Los Angeles. The planning was complete and the procurement of people and materiel began in earnest.

On 8 May, the Organizing Committee watched the beginning of the unprecedented 82-day, 15,000-kilometer torch relay and was informed of the end to any possibility for participation by the Soviet Union in the Games. It was at

once the brightest and darkest day for the LAOOC, but the boycott gathered support only from nations already aligned politically with the USSR, and their athletes suffered in silence. The torch relay overwhelmed an entire nation as it moved across the country toward Los Angeles, drawing crowds numbering in the hundreds of thousands in major cities and hundreds in small towns whose total population was only slightly larger than the number who turned out to see the Olympic flame pass by.

Inevitably, it became clear that those who could come, would. By the entry deadline of 2 June, a record 141 nations affirmed their participation in Los Angeles. The large turnout of nations spoke eloquently to the validity of the professed fears of those who said they must stay away for reasons of security and confirmed the desire to celebrate the festival of man and sport which is the Olympic Games.

The pace quickened daily in the Olympic city and people turned out by the thousands to sign up for Games positions from management to food service worker. Each had his or her own reason to want to play a part in history, but each recognized the special nature of the event. It happened in their city only once in the lives of their grandparents and parents; it might not happen in Los Angeles again, ever. It was a chance to be part of something that was bigger than themselves, bigger than the athletes and venues and villages put together and more than all the words that were written about the Games. It was going to be special and they wanted to make it that way.

The theme changed from playing a part in history to making history. The visible signs of the Games increased and with it the excitement within the city. The colorful flags and banners that decorated the streets of Los Angeles and many surrounding communities were

Olympic. No one had to say so; no symbols were needed on the decorations to signify the importance of what they represented. The vibrancy of the colors flying freely in the breeze epitomized the strength and vigor with which the host city had prepared itself for the visitors from foreign lands. Welcome!

Everyone was smiling on 14 July when the villages at UCLA, USC and UC Santa Barbara opened. The first athlete to register at the UCLA Village was Zou Zhenxian, a triple jumper from the People's Republic of China. His presence marked a return to the city where Chinese participation in the Olympic Games had begun 52 years earlier. Print journalists poured into Los Angeles and found a home at the Main Press Center, a huge complex which spanned across an entire city block. Those who wore LAOOC's staff uniforms looked at each other with considerable amazement: the time had actually come!

The pace was frantic at all of the sites as the preparations concluded and the competition management began. Final training was underway and the Opening Ceremonies loomed just ahead.

It was a bright, warm day on 28 July 1984. The anticipation and excitement was almost unbearable. For Los Angeles, it was a day unlike any other before it. For the spectators, it was an opportunity to attend the hottest show in town—even though it hadn't opened yet and was for one performance only. For the athletes, it was their moment to shine—they were all winners on this day. For the organizers, it was the realization of a dream which few had believed just five years before and which now seemed impossibly ready to come true.

Then, it began. The chill of emotion still overtakes those who remember the church bell which signaled the start, the Rocket Man who welcomed the world from the skies and the beginning of the "*Fanfare Olympique*." In a wonderfully stunning moment, 88,000 spectators welcomed the athletes, guests and officials of 140 nations with a card stunt that transformed the Coliseum into a collage of national flags united

under the Olympic rings. Welcome to the athletes! Welcome to our city! Welcome to America!

So much happened and so little can be described in words. How many cheered themselves hoarse as the athletes marched into the stadium, from Greece and China and Romania and from the United States? How many gasped in disbelief as Rafer Johnson climbed a staircase that escalated with him to light the Olympic flame? Who was not moved to tears when Vicki McClure and 11,000 athletes, performers and spectators held hands, swayed and sang "*Reach Out and Touch*."

For the thousands of athletes, officials and spectators—joined by 2.5 billion television viewers around the world—the Games could not have opened more brilliantly. Then, the competitions began. Basketball, boxing, cycling, equestrian and eight more sports began on 29 July and continued non-stop through the gathering darkness on the 12th of August when a weary Carlos Lopes crossed the finish line of the men's marathon in an Olympic record 2:09:21. There is so much we want to remember.

The grace and power of Romania's Ecaterina Szabo. The powerful exhilaration of the USA's Jeffrey Blatnick, who overcame Hodgkins disease, then burst into tears after winning a gold medal in Greco-Roman wrestling. The victory of shooter Xu Haifeng, whose gold medal in the free pistol competition was China's first-ever Olympic medal and the first medal awarded at the Games. The glowing smile of FRG high jumper Ulrike Meyfarth, who won a gold medal in the same event a dozen years before in Munich as a girl of 16 and repeated her victory as a woman in Los Angeles at the age of 28.

Reflections

Who can forget the brilliance of Carl Lewis, who stormed to four gold medals like his predecessor, Jesse Owens, some 48 years earlier? Or the grace of diver Greg Louganis off both the springboard and platform? Or the emotional victory of marathoner Joan Benoit, who overcame not only her competition, but the many who said women could not or should not compete in the event.

For the LAOOC, it was a time of tension. The planning was over and although the Games ran smoothly, day after day, it was the waiting that was difficult. What might go wrong? What else can be done to make things better? As it turned out, the efforts were more than good enough.

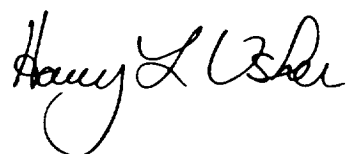
People wanted to be part of the event. Even if they had no tickets, they came for an afternoon of sun and pin-trading in Exposition Park. Those who wore the colorful uniforms of the LAOOC, by and large, were volunteers taking vacations or just quitting their jobs to work tirelessly to stage the Games. The competition took place over an area of thousands of square miles—in small high schools used for training sites and in giant stadiums like the Rose Bowl, where more than 100,000 people gathered to watch France and Brazil duel for the football gold medal. There was an intensity, a strength of will, an esprit de corps, which ensured the successful outcome of the Games.

It was a dream and, like all dreams, it had to end. The Games drew to a close with Lopes and his fellow competitors. The Closing Ceremonies flickered brilliantly, then concluded, as did the Olympic flame. On the morning after, construction crews began dismantling the physical elements of the Games to return Los Angeles to its pre-Games appearance. Soon gone were the athletes, the banners, the massive magenta gateways and the light traffic. The Olympic holiday was over.

But the dreamers had their day, and, best of all, they were able to share it with so many of us. We laughed and cried and screamed for our favorites for more than two weeks and never felt sorry. We were part of something so much bigger than ourselves and were so much better for it. We played our part in history. The dreamers, the organizers, Los Angeles, the United States and 140 nations proved the relevance of the Olympic movement in today's world and validated the difficult work of the International Olympic Committee, the International Federations and the National Olympic Committees.

Good luck to our brothers in Seoul and Calgary, where the next Games will be staged. Good luck to the IOC and its partners in the Olympic movement. Congratulations to the athletes who came, the staff who endured and the volunteers who gave so joyously of themselves to make so many proud of Los Angeles. Only a few can understand the true depth of your gift to a city, a country and a movement which means so much to our troubled world today.

Thanks.



2

Award of the Games of the XXIIIrd Olympiad

Prior to 1984, only two cities had ever hosted the Olympic Games twice—Paris in 1904 and 1924 and London in 1908 and 1948. Los Angeles thus became the third city to enjoy this honor. That the Games returned to Los Angeles was not an accident nor was it the result of a sudden inspiration on the part of civic and sports leaders in Los Angeles. Instead, the return of the Games was the result of a half century of planning, hard work and continuous effort by a large number of determined individuals and organizations in the city. Civic, business, labor and sports leaders all contributed to the return of the Games to Los Angeles in 1984.

2.01 Impact of the Games of the Xth Olympiad

The most amazing fact about the 1932 Olympic Games was that they were extremely successful despite the worldwide economic depression. Thirty-seven nations sent a total of 1,408 athletes to compete in the Games. The competitors competed in 135 events in 14 sports, two demonstration sports and cultural and

arts competitions at nine different venues. A total of 1,247,580 spectators bought \$1,246,580 worth of tickets, which ensured that the Games would raise enough money to pay back the state of California for the one million dollar bond issue approved in 1928 to finance the Games.

The Games of the Xth Olympiad continue to be remembered for its innovations. The Organizing Committee of the Xth Olympiad (known as the XOC) constructed the first Olympic village in Baldwin Hills at a cost of \$500,000. The women had their own village nearby in the Chapman Park Hotel. The Organizing Committee also introduced simplified entry forms and instantaneous transmission of results over telex lines to radio stations and newswire services.

The economic impact of the Games of the Xth Olympiad was considerable, particularly in light of the economic problems of the era. With the monies raised through the sale of tickets and the salvage of the Olympic village and sale of its bungalows, the XOC retired the California State Bond and distributed the remaining surplus to the city and county of Los Angeles.

The Games resulted in a tremendous rise in prestige for the city of Los Angeles as the city successfully hosted its first major international

activity. The city did acquire a number of international-quality sports facilities, including the refurbished Coliseum, the Los Angeles Swim Stadium, Long Beach Marine Stadium and a renovated Olympic Auditorium. The Games of the Xth Olympiad, most importantly, inspired many youngsters to become involved in sports competition and large numbers later competed in the Olympic Games themselves. Finally, the Games of the Xth Olympiad inspired many business, civic and sports leaders to dream of bringing the Olympic Games back to Los Angeles. Thus 1932 was both a beginning and an end of an era, one upon which Angelenos built their Olympic dreams and plans.

2.02 Formation of the Southern California Committee for the Olympic Games

With the dissolution of the XOC in 1933, a six year period passed before Angelenos seriously thought about bringing the Olympic Games back to Los Angeles. Then in 1939, Angelenos created a new organization, the Southern California Committee for the

Olympic Games (SCCOG). In the following decades, the leaders of the SCCOG continually campaigned for a return of the Olympic Games to Los Angeles. Despite a long series of setbacks, the SCCOG leadership maintained its ardor and eventually achieved the original goal of hosting a second Olympic Games in Los Angeles,

The original proposal to organize a group to bid for the Olympic Games in Los Angeles a second time was the indirect result of correspondence dispatched by Avery Brundage, at the time president of the American Olympic Association and a member of the IOC. In his letter, which he wrote 20 November 1938, Brundage suggested that the Southern Pacific Association of the Amateur Athletic Union might be of assistance to the Olympic movement. In the final paragraph, he recommended the formation of a Southern California Committee for the Olympic Games. The initial organizational meeting was held late in 1939. As incorporated, the SCCOG had three purposes—to sponsor athletic events in the Los Angeles area in order to raise funds for amateur athletics; to contribute to the United States Olympic Fund; and to maintain contacts with the IOC for the purpose of soliciting the IOC's approval of holding the Olympic Games in Los Angeles again.

1 Opening Ceremonies of the 1932 Olympic Games were held in the newly built Los Angeles Memorial Coliseum.



In September 1939, this new committee wired Avery Brundage and proposed that Los Angeles be considered as the site of the 1940 Games. Following the cancellation of the 1940 Olympic Games by the IOC, the SCCOG turned its attention to promoting sports events and raising funds for its campaign to return the Games to Los Angeles. The SCCOG staged the highly successful Los Angeles Coliseum Relays in track and field from 1940–1968, which continued as the Compton Relays from 1969–1972. At its peak, the meet drew 61,762 spectators and helped maintain local interest in a major Olympic sport.

2.03 Candidature as the United States city to bid for the Games from 1947-1972

The Southern California Committee for the Olympic Games continued to work to bring the Olympic Games back to Los Angeles throughout the late 1940s, the 1950s and the 1960s. In 1947, the SCCOG organized a delegation led by Mayor Fletcher Bowron as chief spokesperson. This group traveled to Stockholm for the 1947 IOC Session and presented a proposal to host the 1952 Games. However, the IOC awarded the 1952 Games to Helsinki. The SCCOG sent a delegation to London for the 1948 Olympic Games and campaigned hard for the right to organize the 1956 Olympic Games, but the IOC chose Melbourne. Since several U.S. cities had bid for the 1956 Games, the United States Olympic Committee (USOC) passed legislation which established a screening process and gave the USOC the right to designate one city to make an official presentation.

For the next four Olympiads, the USOC chose Detroit over Los Angeles and other cities as the official U.S. representative. Yet these bids by the Southern California Committee for the Olympic Games were not totally in vain, for they kept alive the idea of bringing the Olympic Games back to Los Angeles. The constant bids allowed proponents of the Games in Los Angeles to continually update plans and budgets in case the USOC and the IOC accepted a proposal from the SCCOG. Internationally, these efforts did not go unrecognized. The IOC awarded the distinguished Olympic Cup Award to the SCCOG in 1965, in recognition of its contributions to Olympism.

While active in pursuing the Olympic Games, the SCCOG also worked to bring the Olympic Winter Games to California. The SCCOG helped to organize the California Olympic Commission, which successfully sought and acquired the 1960 Olympic Winter Games for Squaw Valley.

2.04 Bid for the Games of the XX1st Olympiad

In late 1967, Los Angeles Mayor Sam Yorty asked noted industrialist (and yachtsman) John Kilroy to chair a committee which would bid for the 1976 Olympic Games. The mayor's committee promptly began the most serious attempt yet to win the Games for Los Angeles. Known as the Los Angeles 1976 Olympic Committee (LA76), the group had a mixed public-private composition.

One important contribution of the 1970 bid was that it introduced two novel ideas to the international sports community. The proponents of the Los Angeles bid floated the idea of private financing for the Games. While relying on public funds in the official proposal, Kilroy was willing to resort to private funding if government monies proved to be unavailable. This idea represented a revolutionary departure from traditional Olympic practice, whereby government subsidies formed most, and sometimes all, of the funding for both Games preparations and operations.

Negotiations by the LA76 Committee also led to the establishment of an IOC television policy for the first time. The ability of local sports organizers to sign a three million dollar television contract for the Rose Bowl American football game on New Year's Day convinced committee members that a contract well in excess of ten million dollars was realistic.

In addition to its forecast of greater television revenues, the LA76 Committee built its carefully budgeted proposal around the concept of using television revenues to finance the Games—a rather radical approach at that time. The LA76 Committee also forecast a profit of 12 million dollars. For the first time, Los Angeles was able to defeat Detroit in balloting by the USOC to select the U.S. representative. At the USOC meeting at Chicago, San Francisco actually turned out to be the closest domestic competitor, as Detroit lost its iron grip on the USOC nomination.

A large group of individuals headed by Kilroy and Mayor Yorty visited Dubrovnic, Yugoslavia, in October 1969 to make the official presentation. Surveys at the time indicated that Los Angeles was the probable, even inevitable, winner. Other cities bidding for the Games included Montreal and Moscow.

In the voting, however, Los Angeles was eliminated on the first ballot. The

results of the second ballot awarded the Games to Montreal, although Moscow had received the most votes on the first ballot. While the Los Angeles delegation was very disappointed, the efforts of the LA76 Committee did contribute to keeping the idea of another Olympic Games alive in Los Angeles. Valuable work had been done, both in developing a proposal and in soliciting international support.

2.05 Bid for the Games of the XXIIInd Olympiad

The importance of the 1974 bid lay in the fact that it kept the Los Angeles option before the IOC and demonstrated that Los Angeles continued to be interested in hosting the Games. Attorney John Argue stepped forward in 1972 to become president of the SCCOG and along with the new mayor of Los Angeles, Tom Bradley, organized a new attempt to win the Games. When the United States Olympic Committee (USOC) sent its routine letter to many U.S. mayors asking them if their city would be interested in hosting the Games, only Los Angeles responded favorably.

Argue and Mayor Bradley traveled to Vienna in 1974 with a delegation of Los Angeles political and business leaders to again present a proposal to the IOC at its annual session. However, the IOC passed over Los Angeles in favor of Moscow. Argue was not deterred, for he believed that a strong bid attempt in 1974 would strengthen the SCCOG's bid for the 1984 Olympic Games even if Los Angeles did not win the rights to host the 1980 Olympic Games. The final vote was extremely close, despite the fact that the IOC had never assigned two consecutive Olympic Games to the North American continent.

The failure to win approval in 1974 ended an intermediate period of Olympic history for Los Angeles. Leaders from Los Angeles had not only hosted but also had aggressively pursued the Games and had spent time and energy on their crusade. They believed that they were closer to their goal than ever before and redoubled their efforts. Their bid attempt in 1978 might have been routine, except for some major changes in the environment which radically altered several factors in the Olympic bidding formula.

2.06 Bid for the Games of the XXIIIrd Olympiad

Success once again crowned the efforts of Los Angeles in this third period, but not before a great number of major and potentially far-reaching changes had been made by both the leaders of Los Angeles and the IOC. The bid for the 1984 Games was a complicated affair, with many different groups and factions contending for influence in determining the exact nature and financial responsibilities of the 1984 Games. The taxpayers and

voters of Los Angeles expressed a great interest in the Games and their input helped Olympic organizers focus on a new, previously untried direction. The IOC, under great pressure, agreed to take on the risks of organizing the Olympic Games in an entirely new fashion.

The core of the Los Angeles proposals always had been to use existing sports facilities in order to minimize capital construction costs. This idea remained the central point in the 1978 Los Angeles bid. Given the runaway costs which plagued the organizing committee in Montreal, this position became even more important as it became clear that those cities which needed to build extensive new sports facilities could not hope to balance their budgets without extensive governmental funding. Taxpayer resistance to increased governmental expenditures at every level—local, state and national—reinforced this position.

The basic Los Angeles Olympic proposal had developed over a number of years. It had slowly come to include the idea that the Olympic Games should not cost the taxpayers any money. Voters wanted absolute, binding legal safeguards which would ensure that they and their children would not be taxed to hold the Games. In 1970, such an idea may have been too revolutionary, but by 1978, following the fiscal problems of Montreal, the idea could no longer be easily dismissed.

The bid for the 1984 Olympic Games began as a joint civic-private endeavor, as had been the case with the previous bids. The political structure of Los Angeles city government dictated that any city endeavor would involve strong City Council involvement, which meant in turn that the Council exercised an important role in the outcome of the Olympic bid. The IOC Charter required that a contract to host the Games be signed with a city government, so Council support was crucial to the bid process.

On 24 October 1975, the Los Angeles City Council moved that the City Administrative Officer (CAO) be instructed to update the 1980 Olympic Games cost-revenue study in anticipation that Los Angeles would seek the 1984 Olympic Games.

The Los Angeles campaign for the 1984 Games officially started on 14 April 1977. On that date, John Argue, president of the SCCOG, sent a letter to Mayor Bradley requesting his support of the SCCOG application to the IOC to host the 1984 Games in Los Angeles. Argue's letter advocated that a "spartan" Olympic Games be staged. While the early emphasis of Olympic supporters was on the term "spartan," it required time and the emergence

Award of the Games of the XXIIIrd Olympiad

of other interest groups to define "spartan" as a no-cost-to-taxpayers approach. Bradley relayed Argue's letter to the City Council along with an additional note of his own personal support. In his note, Bradley stressed that he hoped that a way could be found for the Olympic Games to pay for themselves. On 2 May 1977, the City Administrative Office released the long-awaited cost-revenue study in response to the City Council request. The report pointed out the various difficulties which potentially threatened to plague an Olympic Games in Los Angeles. The CAO, after a series of meetings with the Montreal Olympic Organizing Committee, estimated that Los Angeles would face a deficit of between \$200.5 and \$336.5 million should the city attempt to organize the Games. The CAO assumed that no federal or state subsidies, lottery funds or funds from the sale of commemorative coins would be forthcoming. The CAO's figures differed substantially from the budget which the SCCOG had presented and which had forecast a surplus of \$750,000.

Nevertheless, On 6 May 1977, two committees of the City Council, heard an official Olympic proposal by the SCCOG, and testimony from city officials including Anton Calleia, chief administrative assistant to the mayor.

Both committees recommended that the Council authorize the mayor to pursue the Olympic bid. On 12 May 1977 the Council voted 12-0 to accept these recommendations. Mayor Bradley formally petitioned the USOC on May 18 to designate Los Angeles as the U.S. candidate city for the 1984 Olympic Games. This procedure had become more complicated since 1974.

The rejection by voters in Colorado of Denver's bid to host the 1976 Winter Olympic Games had been an embarrassment to the USOC, since the IOC had already voted to award the Games to Denver. The resultant loss of prestige by the USOC in the international sports community led the USOC to tighten its application requirements for host cities. As a result, the USOC now wanted firm proof that the residents in any area of the United States that was bidding to host the Games actually favored holding the Olympic Games in their area.

Mayor Bradley received the USOC request in a letter, and promptly recommended on 31 May 1977 that a public opinion poll be conducted by an independent public opinion survey firm. While the USOC would have preferred a referendum, it was decided that a poll would be just as accurate and much more cost-effective from the taxpayers' point of view. At the time, six U.S. cities had indicated to the USOC that they were interested in holding the Olympic Games—Atlanta, Boston, Chicago, New Orleans and New York

as well as Los Angeles. New York City was the only candidate to ultimately mount a serious challenge to Los Angeles. The answer which the USOC expected about public opinion in Los Angeles was soon forthcoming. The Field Research Corporation (FRC) conducted its survey 2-10 August and polled 1200 city and county adult residents (18 or older).

Field designed the questionnaire to simulate a referendum on the Olympic Games issue. Interviewers first asked respondents whether they had read, heard or seen anything recently on Los Angeles and the 1984 Olympic Games. Then interviewers read a brief statement explaining that the city had made an offer to host the 1984 Games and that the purpose of the survey was to determine whether people in Los Angeles favored or opposed hosting the Games. Respondents then answered a question on whether they favored or opposed holding the Games. In order to ensure that the survey respondents would have equal opportunities to be informed about the issue, a set of arguments for and against the city's sponsorship of the Games was prepared from available sources, including newspaper accounts and city materials. Interviewers handed the respondents

these arguments on a printed card and asked the recipient to read the arguments. In order to control for sequence bias, the FRC rotated the order of presentation for the pro and con arguments. After exposure to both arguments, respondents again were asked the same favor or oppose question. The intention was to discover to what extent, and in what direction, opinion had shifted.

Following this question, interviewers asked a number of short questions in order to determine why a respondent opposed or favored the Games. A series of questions on financial options for the Games followed and the session ended with questions which focused on whether or not the respondent would attend any of the events.

The FRC survey released on 31 August 1977, indicated that 70 percent of the 1,200 people surveyed in Los Angeles supported the bid for the 1984 Olympic Games, however, only 35 percent were supportive if city or county tax funds would be required. The results also indicated that 44.6 percent favored the Games if state tax funds were used and 59.5 percent favored them if federal funds were needed. Without considering the financial issues, 30.4 percent of the respondents were very strongly in favor of the Games, 19.4 percent were strongly in favor and 20.2 percent were moderately in favor for a total of 70 percent. The poll reinforced the opinion that no public funds should be used to finance the Games.

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Los Angeles Times

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L.A. Picked for Olympic Bid

Errant Judges: Way Sought to Ease Them Out

"The judges, both of the Supreme and inferior courts, shall hold their offices during good behavior."

—Article III, Section 1, U.S. Constitution.

BY PHILIP HAGER
Times Staff Writer

WASHINGTON—A lawyer rose in U.S. District Court one day in Utah and began to present his case. He was somewhat taken aback when he heard the judge begin to hiss.

"Like a snake, he was going 'Ssssss' all the time I was speaking," the astounded attorney recounted later. "I never ever have been before a judge of this kind."

Such bizarre judicial performances strike some legal observers as falling considerably short of the "good behavior" standard imposed on federal judges by the Constitution. And critics of the courts say that instances of "bad behavior"—ranging from erratic conduct to conflict of interest—and physical or mental impairment—ranging from senility to alcoholism—too often go uncorrected in the federal judiciary.

The problem, they contend, is that there is no way to get rid of errant or impaired federal judges, short of the laborious process of impeachment, which has not been used on a federal judge in 40 years and has worked successfully only four times in U.S. history.



UNDEFEATED RELAY TEAM—Mayor Bradley, City Council President John Ferraro, Jean D'Amico and other members of the Los Angeles

delegation whoop it up in Colorado Springs after Olympic Committee chose their city over New York as candidate for the 1984 games.

Times photo by Jerry Gay

Wins Over New York; 'Spartan' Event Stressed

BY KENNETH REICH
Times Public Writer

COLORADO SPRINGS—Los Angeles was voted the official United States candidate city for the 1984 summer Olympics Sunday after a presentation that stressed a "Spartan" games conducted on a financially sound basis.

The designation by the U.S. Olympic Committee executive board allows the city—which hosted the 1932 Olympics—to bid for a return of the games before the International Olympic Committee in Athens next May.

With little international competition presently in prospect, Los Angeles is a solid favorite in Athens, although city representatives expect continued hard negotiating over details of financing and facilities for the games.

This probably will begin next week in Monte Carlo, where a small Los Angeles delegation to the convention of International Sports Federations will confront individual federation representatives who have traditionally been in the forefront of costly demands upon host cities.

But, based on the experience here over the weekend, Los Angeles officials will go to Monte Carlo encouraged in their belief that, as attorney John C. Argue of the private Southern California Committee for the Olympic Games put it Saturday, "We don't have to give away the store" to win the games.

Having resisted for the most part pressures from USOC officials to make major new commitments for publicly financed facilities, Los An-

members present being empowered to cast two votes.

Significantly, the vote came after Mayor Bradley and Gov. Brown stressed that Los Angeles wanted to turn the Olympics away from the spiral of increasing deficits seen in recent years, and after New York Gov. Hugh Carey had, by contrast, promised New York would put on "the greatest Olympiad in the history of the world" with New York state guaranteeing to pay any deficit.

Brown, who spoke first but has been tipped to the fact that Carey would make such a guarantee, cautioned the USOC board that "politicians come and go, guarantees by elected officials in one year may mean something quite different many years later, and the best guarantee of the commitment of any given city is its underlying economy."

Los Angeles, he asserted in a forceful closing presentation for the city, has an outstanding economy and the bedrock of that economy is "a private sector which is vibrant, which is growing, which in recessionary times, which in boom times, has been on an upward curve," and is not, he added, dependent on "the largesse of Washington or anywhere else."

The governor, summoned here at the last moment by Los Angeles representatives who had feared a pro-New York trend might set in, had arrived at 1 a.m. by chartered jet. He spoke to the USOC board shortly after 8 a.m.

After the board voted in a closed-

2 On 25 September 1977, the "Los Angeles Times" reports the USOC's choice for the 1984 Olympic bid.

3 After returning from the USOC's home in Colorado Springs, Colorado, with news of the Olympic bid, members of the Southern California Committee for the Olympic Games (SCCOG) celebrate at the Los Angeles International Airport. They are (from left) Anton Calleia, John Argue, Robert Selleck, Larry Houston, Dr. Ernest Vandeweghe, Kenneth Hahn, Ramona Hahn, John Ferraro, Peggy Stevenson, James Hardy, Henrietta Hardy and Michael Portanova.

4 A record \$225-million television rights agreement is signed by ABC representatives (from left) Charles Stanford and John Martin, LAOOC President Peter V. Ueberroth, then President of the IOC Lord Killanin and IOC Director Monique Berliou in Nagoya, Japan, 26 September 1979.

5 Members of the USOC, LAOOC and Los Angeles city officials met with IOC officials in June 1978 and included (from left) F. Don Miller, Robert Kane, Los Angeles Mayor Tom Bradley, then IOC President Lord Killanin, John Argue, Anton Calleia and John Ferraro.

The USOC sent a nine-member delegation to Los Angeles to inspect the proposed Olympic facilities in mid-September. It toured the various proposed Olympic venues, concentrating on the proposed Olympic village sites at USC and UCLA. The tour convinced the USOC delegation that the two Olympic village option indeed was a viable concept. Los Angeles won official USOC approval at Colorado Springs on 25 September 1977 by a vote of 55-39. Atlanta, Chicago, Boston and New Orleans had dropped out of the bidding following their initial expressions of interest in June 1977, leaving New York as Los Angeles' only rival. The Los Angeles delegation stressed the need for a "spartan" Olympic Games conducted on a financially-sound basis. In the end, Los Angeles became the official U.S. candidate city for the third straight time. The SCCOG had focused its resources on gaining the approval of the U.S. Congress and the California State Legislature. Federal support was forthcoming through House Concurrent Resolution 368, which unanimously passed the House of Representatives on 6 October 1977 and the Senate on 7 October 1977. In California, an amendment to an existing bill was introduced which exempted the Olympic bidding procedures from the environmental impact reports required by the California Environmental Quality Act. The original bill failed, but the amendment was passed by a vote of

75-0 in the Assembly and 33-0 in the State Senate. It became law on 16 September 1977. Also introduced was Senate Concurrent Resolution 48, a resolution in support of the Games in Los Angeles. Introduced 21 June 1977, the Assembly adopted it the next day as did the State Senate. While the state of California remained hesitant about committing funds, it did provide the necessary political support at a time when positive signs of support were necessary to keep the bid preparations moving forward. Meanwhile, the IOC, in light of the financial problems suffered at Montreal and the resulting judicial inquiry into the financial affairs of the Montreal Olympic Organizing Committee by provincial and federal Canadian officials, voted at its 1977 session meeting in Prague to require that future city and federal governments both contractually commit themselves to assume all financial liability arising out of their organization of an Olympic Games so that the IOC would not be responsible for any potential cost overruns. However, the IOC found itself in a difficult position that limited its ability to maneuver. The IOC had become accustomed to choosing one city from among a group of applicants, each of which tried to outdo the others in offering facilities and services.

However, when Tehran dropped its bid in 1977, the field of cities seriously interested in hosting the Games shrunk to only one. On 31 October 1977, IOC President Lord Killanin announced that Los Angeles was the only candidate for the 1984 Olympic Games. The IOC Session scheduled for May 1978, would consider the Los Angeles proposal, which gave Los Angeles several months to refine its plans. Killanin visited Los Angeles early in November and held two days of talks 5-6 November 1977 with Los Angeles Olympic leaders. He also met individually with members of the City Council. On 13 January 1978, the SCCOG and the mayor's office jointly presented to the City Council a 149-page official reply to the IOC questionnaire. This proposal was spartan, both by name and in comparison to the bids of other cities in the past. It pledged that the city of Los Angeles would run the Games in a "prudent, businesslike fashion." The proposal also set the Athens IOC meeting as a deadline, after which the city's interest in the Games would lapse should the IOC fail to reach an agreement acceptable to Los Angeles. The city then submitted responses to the official IOC and International Sports Federations questionnaires in February 1978 under a cover letter from Mayor Bradley dated 25 January 1978. The reaction by the IOC and President Killanin was not encouraging to Los Angeles Olympic supporters. On 10 March 1978, Killanin wrote a letter that emphasized that the IOC would be

the final authority on all questions concerning the Games, and that the IOC would insist that Los Angeles assume total financial responsibility for hosting the Games. As the months rolled by and the IOC continued to hold fast to its position that Los Angeles would be financially responsible for the Games, opposition within the City Council continued to stiffen. The public debate in Southern California over the funding options and potential cost of the Olympic Games prompted the Los Angeles City Council to vote 11-1 on 6 April 1978 to place an Olympics cost-control measure on the November 1978 ballot. The passage of this amendment to the city charter was extremely important for the future direction and structure of the Olympic organizational efforts since it prohibited the expenditure of city funds without a legally-binding guarantee of reimbursement. The voters in Los Angeles overwhelmingly approved the Olympics cost-control charter measure in November 1978-74 percent voted yes. After 7 November 1978, other sources of financing had to be sought, since it was obvious that the city would not spend any of its tax revenues to organize the Olympic Games. The approval of Charter Amendment "N" served to officially guarantee that the Olympic Games would not be financed



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by government funds. Neither the state nor the federal governments had responded to a variety of overtures from Mayor Bradley regarding possible use of state and federal funds. By November, it was also quite clear that under the existing state and federal leadership, no funds would be forthcoming from state sources and probably not from federal sources for support of the Olympic Games.

The only available option was private financing, although the IOC had to be convinced that this solution was both possible and necessary. The passage of the cost-control charter amendment by the voters strengthened the hands of negotiators from Los Angeles in the discussions over financial responsibility by giving them a legal basis from which to resist the IOC's demands.

The SCCOG continued to play a leading role but the honor also brought additional burdens. It became evident that additional funds would be required in order to finance the bid by Los Angeles and make a formal presentation to the IOC and avoid relying on public tax revenues. A fund-raising luncheon was held that netted \$40,000 and a follow-up letter brought in another \$160,000. These funds allowed the bid to proceed without public expense. These funds helped pay the fares of those city officials who traveled to meetings with the IOC on behalf of the bid. The SCCOG had also funded the \$38,620 deposit to the IOC when the initial bid was submitted.

Without the efforts of the SCCOG, the bid might well have evaporated at this point, given increasing public resistance to the expenditure of any public funds on the Olympic effort.

The period from April to August 1978 was one of constant negotiation to amend the bid. Mayor Bradley had indicated in his 25 January letter that Los Angeles would be glad to meet with the IOC in order to clarify any questions the IOC might have regarding the Games. The first session between the IOC and Los Angeles delegations following the submission of the IOC questionnaire by Los Angeles officials took place at the Fiesta Palace Hotel in Mexico City from 9–11 April.

For the first time, it began to appear as if the IOC and Los Angeles might be able to agree on some major points. It was agreed that the Organizing Committee would be selected by Los Angeles, in consultation with the USOC. The USOC would be entitled to place the two IOC members in the United States, its president and its secretary-general on the Organizing Committee. The Organizing Committee would receive all revenue generated by the Games, except for one-third of the television rights fees. In addition, the future Organizing Committee was given the right to conduct its own contract negotiations with the U.S. television networks. The IOC could observe the negotiations at any time and had the right of final approval. The Los Angeles delegation was able to convince the IOC that because of the television expertise available in Los Angeles that it should handle the television negotiations.

The IOC also agreed to waive Rule 21, which assigned all proceeds from the Games to the IOC. However, the IOC did not agree to alter its stance on Rule 4—that the Games were to be awarded to a city and that the city would be financially responsible for the organization of the Games. Nonetheless, significant progress had been made in the Mexico City meeting and the parties involved signed a protocol which listed the decisions which had been reached. The lack of any explicit IOC commitment to surrender control over the cost issue by renouncing Rule 4 fueled the public and City Council debate in Los Angeles. Athens, Greece, was the next stop in the negotiation circuit. The IOC had scheduled its annual session for Greece and expected to select the sites for both the 1984 Olympic Winter Games and 1984 Olympic Games at its meeting.

In Athens, the IOC continued to hold fast to Rule 4 and to demand that the city unilaterally accept city and taxpayer liability. Searching for a way out of the impasse, the IOC recommended that Los Angeles seek an insurance policy that would protect the city against a possible deficit. Some of the Los Angeles delegation present in Athens had reservations about the possible success of such a venture but were eventually convinced that it was essential to obtain the award of the Olympic Games, even if only on a conditional basis.

By 18 May 1978, an agreement still had not been reached. Therefore, the IOC voted to conditionally award the Games to Los Angeles. The IOC added a provision that the city had until 31 July 1978 to sign a final agreement and abide by IOC terms or else the IOC would withdraw its provisional award and seek new bids. Progress, however slight, had been made and for that reason Athens was a milestone. Los Angeles at least had the Games. The IOC could still take them away and many items still needed to be worked out, but Los Angeles had a provisional franchise.

2.07 Agreement of the IOC with the city of Los Angeles, the Los Angeles Olympic Organizing Committee and the United States Olympic Committee

The IOC's continued insistence on Rule 4 unnerved city councilmen, many local media representatives and much of the general public in Los Angeles. This continuing controversy in Los Angeles over the bid led bid supporter and local public relations executive Hank Rieger to enlist support. After a telephone conversation with John Argue, who was still in Europe following the conclusion of the Athens meeting, Rieger coauthored a letter with David Wolper, a television and movie producer, and Rodney Rood, vice president of the SCCOG, and sent it to Mayor Bradley and the media. The letter of 25 May 1978, proposed the idea of a private negotiating committee. With the IOC deadline drawing near, Bradley named an elite, seven-man private blue-ribbon



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committee to pursue the bid on 1 June 1978. The committee named itself the Los Angeles Olympic Organizing Committee, although it was commonly referred to as the Committee of Seven or the Blue-Ribbon Committee.

The change in strategy proved to have profound consequences. With one stroke, Mayor Bradley removed himself from the Los Angeles team and created a new, private sector group to handle further discussions and to investigate if the 1984 Games could be brought to Los Angeles on a financially acceptable basis. Selecting seven active proponents of Los Angeles' bid, the mayor gave a fresh start to the negotiations while at the same time stressing that Los Angeles was committed to a private sector Olympic Games which would not use taxpayer dollars. The new diplomatic team consisted of John Argue, Rodney Rood, David Wolper, Howard Allen, Justin Dart, William Robertson and Paul Ziffren.

The Committee of Seven quickly convened on 5 June and again on 12 June to develop an acceptable contract with the IOC. Unanimously, the new group declared that if a contract could not be obtained which guaranteed that the city would have no liability, then it would recommend that the Games not be held in Los Angeles. On 15 June the insurance committee of the Committee of Seven concluded that neither insurance nor surety offered a feasible alternative to the problem posed by Rule 4.

The LAOOC met with USOC leaders in New York on 18 June 1978 to discuss the bid. The organizers negotiated a memorandum of agreement which stated that the LAOOC would conduct the 1984 Olympic Games without financial liability to the taxpayers of Los Angeles. The USOC agreed to be jointly and severally liable with the LAOOC for all commitments entered into by the latter which related to the organization and performance of the Olympic Games. A further agreement stipulated that the profits from the Games would be split three ways, with 40 percent going to the USOC, 20 percent to the national sports governing bodies and 40 percent amateur sports in Southern California.

A meeting was then held with the IOC in Montreal on 19 June 1978, the purpose of which was to convince the IOC that a private group could organize the Olympic Games and that such a solution represented the only possible option for Los Angeles. The LAOOC and USOC representatives presented the IOC the memorandum of agreement which had been agreed upon in New York. The LAOOC delegation informed the IOC that the city of Los Angeles would not be a party to the contract and that the LAOOC would have full responsibility and financial liability for the organization and operation of the 1984 Games.

Unconvinced of the abilities of the private sector, the IOC's leaders still continued to insist in early July that the city of Los Angeles assume financial liability for the Olympic Games. This position finally led Mayor Bradley to decide that unless the city had no financial responsibility, the effort to

bring the Olympic Games to Los Angeles would have to be abandoned. Lord Killanin's cable to Bradley which rejected the proposed changes to Rule 4 increased opposition within the Council, caused continued public debate and finally led Bradley to deliver a letter withdrawing the city from the bid process to the City Council. While Council President John Ferraro deferred the withdrawal to the Council's Ad Hoc Committee on the Olympic Games, Bradley advised the IOC that the bid could not be continued unless the IOC changed its direction.

Within one day, Lord Killanin offered to reopen negotiations and proposed that the deadline for signing a final agreement be extended past the rapidly approaching end of July. Those few hours in mid-July 1978 were as close to a turning point in the campaign as there ever was, since it briefly appeared that the bid by Los Angeles was finally dead. The mayor's Blue-Ribbon Committee, meanwhile, continued to search for a partner which would guarantee to cover any potential deficit. The USOC was an attractive partner, since its long-standing relationship would tend to boost the IOC's confidence in its negotiating partners. A final agreement with the USOC required a series of meetings, but ultimately the USOC agreed to guarantee the Los Angeles position. Without that guarantee by the USOC, the Games might well never have come to Los Angeles.

Reaching an agreement with the IOC depended on the resolution of these financial issues, but there were also a number of other issues. The financial issue was actually a double one of fiscal control and liability—who would be in charge and who would be responsible in the case that a deficit resulted. Two secondary issues were those of the selection of an Olympic village or villages and the choice of the individual sports venues.

In the aftermath of Mayor Bradley's withdrawal letter, the IOC extended the deadline for agreement from 31 July to 21 August 1978. A meeting of the LAOOC with Bradley on 24 July 1978, reaffirmed the position that the bid effort would continue on the basis that the city taxpayers would not be financially liable.

By late August, the IOC was slowly coming to the conclusion that a private committee could and would organize a successful Olympic Games in Los Angeles. That new position was reflected in the IOC Executive Board vote on 31 August 1978 in Lausanne when it agreed to recognize the Los Angeles team and accept the terms offered by Los Angeles, subject to a postal vote of the IOC members. The IOC agreed to drop its insistence on Rule 4. Finally, on 8 October 1978, the IOC announced that its membership had approved the position of the Executive Board by a vote of 75-3 with seven abstentions.

Four days later, on 12 October 1978, the Los Angeles City Council ratified the pact by a vote of 8-4. Three members of the City Council were

6 July of 1978 is a difficult time for Olympic planners as (from left) Los Angeles Mayor Tom Bradley, City Council President John Ferraro and 'Blue Ribbon' committee members Howard Allen and John Argue discuss the Olympic bid with City Council members.

7 USOC President Robert Kane (left) and White House aide Jack Watkins look on as Los Angeles Mayor Tom Bradley and IOC President Lord Killanin (right) perform the ceremonial signing of the Olympic contract at the White House on 20 October 1978.

8 The final contract is signed at IOC headquarters in Lausanne, Switzerland, in March 1979 and participants include (from left) IOC Director Monique Berlioux, USOC President Robert Kane, IOC Executive Board member Comte Jean de Beaumont and SCCOG Vice Chairman Rodney Rood.



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absent. The vote was extremely close, since eight was the minimum number needed for passage, with the mayor adding key support during periodic discussions among council members. Once the IOC membership and the Los Angeles City Council had approved the contract, the parties arranged a formal ceremony in Washington, D.C., IOC President Lord Killanin and Los Angeles Mayor Bradley officially signed the contract on 20 October 1978, in the Roosevelt Room of the White House. In Los Angeles, members of the LAOOC and Los Angeles civic officials gathered at 1000 at the Los Angeles Memorial Coliseum to light the stadium's torch.

The decision by the Blue Ribbon Committee to bring the USOC into the negotiations as a full partner was made in June 1978. However, a basic agreement was not consummated until 10 December 1978 at Colorado Springs. The parties agreed that 75 percent of the Organizing Committee and its Executive Board would be nominated by the original committee members and 25 percent by the USOC. Along with procedural safeguards for the financial protection of both parties, an agreement on the division of any surplus was concluded with 40 percent to go to the USOC, 20 percent to U.S.

national governing bodies and 40 percent to the LAOOC for the development of youth sports programs in the Southern California area. Soon after, the seven members of the LAOOC named 52 additional individuals to the Board of Directors of the Organizing Committee after consulting with Mayor Bradley and others. This group met for the first time on 15 February 1979 and the 61 members elected John Argue as initial chairman and Paul Ziffren as initial secretary.

The parties signed the final contract on 1 March 1979. Signatories included Comte de Beaumont of France, head of the IOC's Finance Commission, and IOC Director Monique Berlioux for the IOC, USOC President Robert Kane and Executive Director F. Don Miller for the USOC and Rodney Rood for the city of Los Angeles. Argue, while not present in Lausanne for the ceremony, later added his signature as required.

The LAOOC retained an executive search firm in November 1978 to find qualified candidates to be the executive director of the 1984 Olympic effort. The nationwide talent search for a chief executive produced a number of candidates and at a breakfast meeting at the Hyatt Airport Hotel on 26 March the Committee of Seven debated the choices. Ultimately, it was felt that what was needed was an entrepreneur—a person who had experience in starting with very little and building a major organization. That afternoon, the

Executive Board of the LAOOC met at the offices of the Citizens Savings and Loan Association near the Los Angeles International Airport, where the Board voted to select Peter V. Ueberroth as the chief executive of the LAOOC.

After considering a number of candidates, the Executive Board, which included representatives of the USOC, elected Paul Ziffren as chairman of the LAOOC. He thus succeeded Argue, who returned on a full-time basis to his law practice. The organizing effort officially began on 26 March 1979. This was exactly 1,951 days prior to the opening of the Games of the XXIIIrd Olympiad on 28 July 1984.

2.08 *Reflections on the award to Los Angeles*

The process which resulted in the acquisition of the Olympic Games for Los Angeles for the second time was a long, complicated and difficult one. The dynamics involved in obtaining the bid, the environment in Los Angeles, changes in the Olympic movement, the impact of the Montreal Games and a changing international situation all created a scenario whereby traditional sources of funding were not available. As a consequence, when the bid was

finally ratified and accepted by the parties involved—the IOC and the city of Los Angeles, it was clear that Olympic history would be made—that the Olympic Games would be entirely financed by private sources and would be totally organized by a private, non-governmental committee.

The leadership of the Southern California Committee for the Olympic Games played a key role in bringing the Games to Los Angeles, as did the seven members of the Blue-Ribbon Committee—John Argue, Howard Allen, Justin Dart, William Robertson, Rodney Rood, David Wolper and Paul Ziffren. Mayor Bradley and his administrative assistant Anton Calleia, members of the City Council, the United States Olympic Committee and the voters of Los Angeles all contributed to the final shape of the contract which enabled the Games to return to Los Angeles.

The specific peculiarities of the political and socio-economic structures of Los Angeles and the United States may well mean that many of the lessons of Los Angeles are not applicable to other societies and cities. However, Los Angeles can serve as an example of how creative thinking and flexibility by Olympic officials and potential organizers offer the best way to meet the complex challenges posed by an ever changing world environment and thus to preserve the Olympic movement.



9 Newly appointed LAOOC President Peter V. Ueberroth (left) discusses some initial plans at a May 1979 breakfast with SCCOG President John Argue (center) and Gwynn Wilson, assistant manager of the 1932 Los Angeles Olympic Committee.

3

Formation and Management of the LAOOC

3.01 Nature and status of the LAOOC

The LAOOC was created on 15 June 1978 as a non-profit, private corporation under the laws of the state of California. The LAOOC was the formal, corporate version of the "Committee of Seven" appointed by Los Angeles Mayor Tom Bradley, which helped to negotiate the city's successful bid with the International Olympic Committee.

The LAOOC was unique among organizing committees in two fundamental areas. First, the LAOOC was entirely independent of all governmental agencies and, second, there were no elected officials on LAOOC's Board of Directors.

This allowed the LAOOC the independence it needed to address its second major difference: no governmental funding. On 7 November 1978, the voters of the city of Los Angeles passed a charter amendment which prohibited any capital expenditures of the city of Los Angeles on the Games that would not, by binding legal commitment, be paid back. This charter amendment was passed 18 days after the signing of the contract between the IOC and the city of Los Angeles. As a consequence of this voter-approved amendment, the LAOOC had to be self-financing and could not rely upon local government for grants or loans. For the first time in Olympic history, an Olympic Games organizing committee resembled a private corporation rather than a public agency.

The United States Olympic Committee (USOC)—in the absence of financial guarantees by the city of Los Angeles—pledged to cover the LAOOC's deficits, if any. Any surplus was to be allocated as follows: 40 percent to the United States Olympic Committee, 20 percent to the National Governing Bodies of sports within the United States and 40 percent for amateur youth sports in Southern California.

The Articles of Incorporation stated clearly that the "specific and primary purposes of the corporation are charitable and educational purposes to promote international goodwill through the sponsorship of the XXIIIrd Olympiad and other amateur sports and cultural activities." By-laws to the Articles of Incorporation defined the details of the operations of the LAOOC. The format of the membership of the board of directors included membership by both national members nominated by the United States Olympic Committee and local members nominated by the original members of the corporation. The stated responsibility of the board was to set broad policy and to assist in securing widespread cooperation and support necessary to achieve its goals. An executive committee of not more than 20 members was formed with specific responsibility to "administer, organize and conduct the XXIIIrd Olympiad under the broad policies established by the board of directors."

The by-laws further noted the structure of the LAOOC staff, including a president, executive vice president/general manager and other vice presidents and a chief financial officer.

3.02 Board of Directors

The LAOOC Board of Directors was announced on 26 January 1979. This group represented the guiding force behind the LAOOC. The board consisted of a number of Olympic medalists, the two IOC members in the United States, leaders of the United States Olympic Committee, and a broad representation of civic leadership from almost every field of endeavor within Southern California.

3.02.7 Members of the Board and their selection

The board of directors was the highest authority of the LAOOC. Its members met four times each year and were responsible for approving the annual budget, accepting recommendations of the executive committee and reviewing progress in the various facets of organizing the Games. The enthusiasm of the board members, their strong support of the management of the LAOOC, and their efforts toward resolving difficulties for the LAOOC were essential to the success of the Games. The LAOOC Board of Directors consisted of the following:

- *†Howard P. Allen
- *†John C. Argue
- * Roy L. Ash
- Alex Baum
- Samuel S. Bretzfield
- * Yvonne Brathwaite Burke
- Hannah Carter
- *†Justin Dart
- Willie Davis
- Dr. Evie G. Dennis
- Gene Edwards
- Leonard Firestone
- J. Robert Fluor
- M. J. "Mike" Frankovich
- Camilla Frost
- Walter B. Gerken
- Monsignor Louis Gutierrez
- Frank G. Hathaway
- Philip M. Hawley
- * Robert H. Helmick
- Harold W. Henning
- Bob Hope
- * Lawrence Hough
- * Rafer Johnson
- * John B. Kelly, Jr.
- * Maureen Kindel
- Christopher Knepp
- John R. MacFaden
- David Maggard
- Patricia McCormick
- Charles D. Miller
- * Col. F. Don Miller
- Jerry Moss
- R. J. Munzer
- John Naber
- William H. Nicholas
- Parry O'Brien
- Peter O'Malley
- Wilber Peck

- * Stephen R. Reinhardt
- Robert O. Reynolds
- *†William R. Robertson
- * Douglas F. Roby
- J. J. Rodriguez
- *†Rodney W. Rood
- * Julian K. Roosevelt
- Peter Schnugg
- Robert D. Selleck
- * William E. Simon
- Willie Stennis
- * Peter V. Ueberroth
- * Harry L. Usher
- * Gilbert R. Vasquez
- Fred Isamu Wada
- Jeffrey S. Wald
- * E. Cardon Walker
- * Lew Wasserman,
- Barbi Weinberg
- *†David L. Wolper
- Dr. Charles E. Young
- Richard D. Zanuck
- *†Paul Ziffren
- Dr. James Zumberge
- *Member of the Executive Committee
- †Charter Member of LAOOC and member of "Committee of Seven"

The LAOOC had a total of 30 meetings of its board of directors between November 1978 and December 1984. Decisions of the board were taken by a simple majority. Reflecting the spirit of volunteerism within the LAOOC, the members served without compensation. In general, the meetings of the board of directors were open to the public and members of the press.

3.02.2 The Executive Committee

The board of directors appointed the executive committee from its membership, with a mandate to review policies and issues in depth, and to make recommendations to the full board. It was composed of 22 members. Their names are indicated by an asterisk on the board of directors list above.

The LAOOC Executive Committee met 30 times between 26 January 1979 and 31 December 1984. Its meetings were generally held immediately prior to those of the full board of directors. Upon his retirement as executive director of the United States Olympic Committee, Robert Kane resigned from the LAOOC Board of Directors and Executive Committee to become a vice president of the LAOOC. He was replaced by William Simon, the new Executive Director of the USOC. Upon the deaths of Justin Dart and John MacFaden, LAOOC President Peter Ueberroth and Executive Vice President Harry Usher were elected to the executive committee and board of directors respectively.

3.02.3 LAOOC Chairman, Paul Ziffren

Appointed 26 March 1979 as chairman of the LAOOC, Paul Ziffren brought a long record of success and civic leadership to his position. A senior partner in the prestigious Los Angeles firm of Gibson, Dunn & Crutcher, Ziffren is one of the area's most prominent attorneys.

He graduated from Northwestern University in 1935 and from the Northwestern University School of Law in 1938. He was later special assistant to the chief counsel of the

Bureau of Internal Revenue in Chicago, and became U.S. Attorney in charge of the tax division. Upon moving to California, Ziffren became deeply involved in the Democratic National Committee, serving as a member from 1953–1960 and on the executive committee from 1956–1960. From 1957–1960, he was a member of the Democratic National Advisory Committee.

A dedicated civic leader, Ziffren is a trustee of Brandeis University, Waltham, Massachusetts, and is a member of the board of directors of Community Television of Southern California (KCET), the Music Center Foundation, Pacific Mutual Life Insurance Co., and Pacific Bell and Pacific Telesis Group. He was recently named to the IOC's International Court of Arbitration.

3.03 Citizens Advisory Commission

In early 1979, it became obvious that citizen support and involvement would be needed to facilitate staging of the XXIIIrd Olympiad. It was for this reason that the Los Angeles Olympic Citizens Advisory Commission was established by Chairman Ziffren. The LAOOC could take advantage of the knowledge and skills of the numerous and varied cultural, ethnic and other diversities of the Los Angeles residents.

Initially, recommendations for membership were sought from the LAOOC Board of Directors and the mayor of Los Angeles' office. Eventually people from all over Southern California, of all age groups and of all backgrounds were represented. The support was tremendous and membership was halted at a workable 3,000.

3.03.1 The subcommissions

Most of the members of the Citizens Advisory Commission chose to serve on one of 25 subcommissions, which were created to focus on the many aspects of the Games, as follows:

- Awards
 - Bill Schroeder, chairman
- Beverly Hills
 - George Fenimore, chairman
- Business
 - Edward Carter, chairman
- Ceremonies
 - Jerry Weintraub, chairman
 - Sidney Poitier, vice chairman
- City and County Government
 - Yvonne Brathwaite Burke, chairwoman
 - Siun Park, co-vice chairman
 - John Lovell, co-vice chairman
- Cultural and Fine Arts
 - Dorothy Chandler, honorary chairwoman
 - Maureen Kindel, chairwoman
 - Olive Behrendt, vice chairwoman for performing arts
 - Camilla Frost, co-vice chairwoman for visual arts
 - Richard Sherwood, co-vice chairman for visual arts

- Demonstration Sports
John R. Hubbard, chairman
- Disabled Persons
Max Strauss, chairman
Victoria Richart, co-vice chairwoman
Sam Overton, co-vice chairman
- Finance
Roy L. Ash, chairman
- Governmental Liaison
Lew Wasserman, chairman
Rodney Rood, vice chairman
- Hotels and Housing
William Edwards, co-chairman
Joseph Woodard, co-chairman
- International Relations
Warren Christopher, chairman
- Labor
Andy Anderson, co-chairman
Bud Mathis, co-chairman
- Licensing and Merchandising
Card Walker, chairman
- Medical
Anthony F. Daly, Jr., M.D., chairman
- Olympians
Rafer Johnson, chairman
Pat McCormick, co-vice chairwoman
Wally Wolf, co-vice chairman
- Physical Facilities
John C. Argue, chairman
- Publicity, Public Relations and Publications
Barry Diller, co-chairman
Walter Gerken, co-chairman
- Religious Activities
Monsignor Louis Gutierrez, chairman
- Santa Barbara/Ventura County
Barry Berkus, vice chairman
Ron Hertel, vice chairman
Tom Horton, vice chairman
- Sports Federations
Elvin "Ducky" Drake, honorary chairman
Richard D. Zanuck, chairman
M. J. Frankovich, co-vice chairman
Phil Gersh, co-vice chairman
- Television
David L. Wolper, chairman
- Visitor Relations
Esther Wachtell, co-chairwoman
Dr. Charles E. Young, co-chairman
- Youth Activities
Phil Bardos, co-chairman
Charles Ducommun, co-chairman

The caliber of the people involved in the Advisory Commissions was extremely high. It seemed everyone wanted to become involved, including physicians, attorneys, teachers, housewives, entertainers and political leaders. The enthusiasm and support from commission members was overwhelming.

3.03.2 **Typical activities of the advisory commissions**

By becoming involved in an area of their choosing, the LAOOC Advisory Commission members provided Organizing Committee staff with invaluable advice and resources.

For example, the Business Advisory Commission and the Labor Advisory Commission provided LAOOC with the resources of top caliber business and community leaders and experienced representatives from the many labor unions which could in some way impact the Games.

The Finance Advisory Commission was subdivided into three areas—audit, investment and planning—all of which members assisted on a regular basis in lending support and suggestions to the LAOOC Finance Department and advising the board of directors of the LAOOC's financial condition including projections of income and expenses.

Two Government Advisory Commissions were established, one dealing with federal and state agencies, the other with city and county government. Both these commissions utilized the members as liaisons to all levels of government.

Many of the members of the Medical Advisory Commission later volunteered their professional services in the areas of personnel, emergency medical services, polyclinics, doping control, equipment and supplies. As many as 300 Los Angeles area physicians were responsible for overseeing medical needs at each of the competition and training sites and participated in the selection of additional medical volunteers at each of those facilities. Early on, subcommissions were set up representing several medical areas: dental, eye care, orthopedics, athletic training, physical therapy, and so on.

The members of the Liaison Advisory Commission for Disabled Persons assisted the LAOOC by identifying three major areas of concern where they felt the LAOOC could best benefit the handicapped: accessibility, employment/job opportunities and transportation. With regard to transportation and employment/job opportunities, members of the commission identified potential resources from within the disabled community.

With regard to accessibility, a group was formed by the Liaison Advisory Commission for Disabled Persons that kept the LAOOC advised on projects under construction. The commission toured many of the venue facilities to make sure all venues and training sites were accessible to the handicapped.



¹ After a nationwide search, Peter V. Ueberroth (left) is named President of the LAOOC on 26 March 1979. The dual announcement includes the naming of Paul Ziffren (center) as LAOOC chairman. On 1 February 1980, Harry L. Usher (right) is hired as executive vice president/general manager.

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Assistance was received from Daniel Freeman Hospital in putting together a brochure to be distributed to all disabled persons who purchased tickets to the Games. This guide provided the disabled community with information on transportation, parking, toilets, seating, etc.

LAOOC took special pride in its Olympians Advisory Commission because Olympic athletes were able to become involved again in the Games in a variety of ways. They participated in the Spirit Team program, and at the Olympic orientation workshop related their special feelings about being Olympians. They participated in the speakers bureau and selflessly and enthusiastically escorted disadvantaged youth, senior citizens and disabled to Olympic events during the Games.

The members of the Sports Federation Advisory Commission were divided into 23 sports. Each subcommittee functioned directly under its respective sports commissioner and provided the basis for the volunteer support at each of the venues.

The members of the Youth Advisory Commission were asked to assist the LAOOC staff in working with over one million children involved in the many youth sports programs, which began in 1982. Not only were thousands of youth given the opportunity to participate in all of the Olympic sports, but they also became involved in the cultural and academic aspects of the Games. Also, approximately 100,000 disadvantaged youngsters were given the opportunity to see the Olympic Games as beneficiaries of the LAOOC Patrons Program.

3.03.3 Olympic orientation workshops

The LAOOC felt that it was important for the members of the Citizen Advisory Commission working with and representing the LAOOC to be knowledgeable about the Olympic Games and the Olympic family. Therefore, the Olympic orientation workshop was created—an Olympic learning experience designed to broaden the knowledge of people assisting in all facets of staging the Games.

The objects of the workshop were many:

- To provide a vehicle for each Citizens Advisory Commission member to become involved in the 1984 Olympic Games and the LAOOC
- To provide an interesting and educational experience which would be useful in their LAOOC activities during the 1984 Games
- To provide knowledge of the Olympic Games which would aid in better understanding their roles as advisors to the LAOOC

- To offer them the opportunity to meet and discuss the Olympic Games with prominent Olympians who relayed their personal Olympic experiences
- To generate new areas of thought and broaden their knowledge of matters relating to the Olympic movement by providing a wide range of information covering every aspect of the Olympic world

The ultimate goal of this workshop was to make the members of the advisory commission Olympic experts and qualified representatives of the LAOOC during the Games in Los Angeles.

This group of knowledgeable commission members became the core for the tens of thousands of volunteers who became the staff of the Games. Thus, the ultimate aims of the advisory commission were achieved: to give the community the opportunity to become involved with the Olympic Games and to serve as ambassadors and representatives of the LAOOC in educating the public on the universal theme that is the Olympics.

The workshops were begun on 21 October 1981 and continued through a series of ten sessions, given repetitively to accommodate the large number of advisory commission members. Each session consisted of three to four presentations in different areas over a 90-minute period. In addition to the segments regarding technical preparations in sports and other areas, a former Olympian was usually asked to speak about his experiences in previous Games. Advisory commission members thus had an opportunity to learn first-hand about the nature of the Games and the special events and qualities that each prior host city brought to the organizing task.

Ten workshops in all were presented, with four in 1982, five in 1983 and one in February 1984. Certificates of completion were distributed to advisory commission members who attended all ten sessions.

3.04 Management of the LAOOC

The management of any Olympic Games requires a special staff to undertake the enormous project involved in staging an Olympic Games. The LAOOC's staff was small by comparison to other organizers, but performed well above the expectations of most observers.

3.04.1 The LAOOC President, Peter V. Ueberroth

In order to fulfill the goal of self-financing, the Los Angeles Olympic Organizing Committee needed an efficient and innovative manager to find new ways to deal with problems that had plagued the Olympic community for years.

The Board of Directors, after a nationwide search that took several months, appointed Peter V. Ueberroth as president on 26 March 1979.

Ueberroth's quiet efficiency and drive for success stamped the LAOOC as an organization bound for success. His background would suggest nothing less; he founded a small travel concern 20 years ago and turned it into a 1,500-employee giant, the second largest travel company in the nation.

Olympic innovation became an LAOOC trademark under Peter Ueberroth's administration. He, John Argue and television producer David Wolper played a primary role in negotiating the largest television rights contract in Olympic history, a \$225 million dollar deal with the American Broadcasting Companies.

Under Ueberroth's direction, the Organizing Committee turned to existing expertise in the private sector, rather than go into business for itself in many areas. The number of corporate sponsors was drastically reduced with an emphasis on a few, very outstanding companies. Sports commissioners, a radically new concept in sports management, were introduced.

Ueberroth himself tried out for the U.S. Olympic water polo team in 1956. He still enjoys golf, tennis and body surfing. He became a patron of amateur sports history and, as he said, "a student of the Olympic Games."

3.04.2 The Executive Vice President and General Manager, Harry L. Usher

A prominent Los Angeles attorney, Harry Usher was charged with overall operating responsibilities for the Games on 1 February 1980. Usher came to LAOOC from his legal practice, with a specialty in entertainment law. That background served him well, as most of the LAOOC's venues, sponsorships and licensing agreements were negotiated and signed during his tenure.

After his graduation from Stanford Law School, Usher joined a private law firm in Los Angeles. His successful legal career included a term as president of the Beverly Hills Bar Association and he joined the LAOOC from his own firm, Litz & Usher.

3.04.3 The Executive Operations Committee

The Executive Operations Committee was composed of the senior operating managers of LAOOC. Its mandate was to oversee the day-to-day operations of the Organizing Committee, ensure the integration of departments, and manage the preparations for the Games. From its inception in November 1982, it met twice a week until the Games, when its meetings became daily.

The membership of the group changed over time, but in the months just prior to the Games included the executive vice president/general manager, group vice presidents for construction, external affairs, human resources, Olympic Family operations, planning and control, sports and support operations and vice presidents for Games staffing, security, ticketing and transportation. One or more commissioners was also present as representatives of the entire commissioner group. The planning director served as the general secretary for the entire group and formulated agendas and lists of items for immediate action. Minutes were confidential, but were distributed to non-group members including department heads for finance, government relations, legal, news, Olympic Arts Festival and youth.

3.04.4 Organizational structure

The LAOOC found that because of the changing nature of tasks required during its years of preparation for the Games, its organizational structure needed to evolve.

Accordingly, the management ethics of the LAOOC stressed flexibility and continual change. The staff understood the need for shifting and narrowing of responsibilities as the organizing committee grew.

To reinforce this flexibility, the LAOOC never published an organization chart after early 1981. By not drawing boxes around staff members, people were not organizationally limited in what they could do and were more open to change. The key managers and their areas of responsibility are shown in Chapter 39, as they existed in the months immediately preceding the Games.

Department managers and staff were encouraged to recruit people they were familiar with to work for the Organizing Committee. The challenge and prestige of the Games helped to attract staff members, even though the employment term was limited.

As the LAOOC grew, the sharing of relevant information became a problem. Departments which could combine with others on common activities, sometimes regarding the same site, had no information about the work of other groups. A series of weekly status reports was begun in November 1982 and continued through late June 1984. These reports summarized the activities of each department within the previous week and the projected activities for the coming week. Reports were due each Friday by noon and were distributed to each department head approximately four hours later. In November 1983, a once-per-month "projected activities report" summarized the accomplishments of the past month and the projected areas of endeavor in the next

one to three months. This report was substituted for one of the weekly status reports and helped to focus the long-range activities and goals of each department-as well as point out obvious omissions and areas which were not being addressed. Status and projected activity reports were also a leading contributor of agenda items for the executive operations committee, as senior management was made aware of individual department activities through these reports.

Less frequent but equally important were meetings of the department heads which were held on a regular basis in 1982 and early 1983, then cancelled until late in 1983. These meetings continued until mid-June 1984 and served as a clearing point for information which affected all departments and an opportunity to ask questions of senior management regarding various issues. These sessions were very worthwhile and proved to be a good forum for discussion of issues among the entire management staff. It was also a secure way to disseminate confidential or sensitive information without the production of a written memorandum. Commissioners held weekly meetings with the senior management to discuss mutual issues and items of interest during the period when they were part-time employees. Commissioners were included in the all-management staff meetings as they joined the LAOOC on a full-time basis.

3.05 Management in the pre-Games period: 1979-1980

3.05.1 Early development and planning

In 1979, LAOOC President Peter V. Ueberroth developed a broad strategy for approaching the preparations for the Games of the XXIIIrd Olympiad. The key strategies were those involving the financial sources, the public image approach, and the timing of the LAOOC's growth.

In developing these strategies, Ueberroth was guided by the thoughts of LAOOC Chairman Paul Ziffren and John Argue, one of the chief negotiators in the acquisition of the Games from the IOC. Ziffren was experienced in the public image area from a long career as a political adviser, and Argue had had dealings with the chief organizers of several prior Olympic Games.

Among the guiding principles they established were:

- Based upon the Montreal experience of significant construction cost overruns, the LAOOC would try to avoid the building of any sports facilities. Those that were absolutely necessary would be built early and with someone other than the LAOOC responsible for cost overruns.
- Also based upon the experience of prior organizers, the LAOOC would not get into the "host broadcaster" business with its attendant considerable expense (\$50 million in Montreal). Rather, the successful bidder for the United States television rights would be required to serve as host broadcaster and provide appropriate facilities at its expense.
- The LAOOC would focus on arranging for the competition portion of the events and, where possible, contract to appropriate on-going businesses the support functions, such as food service or transportation.
- All members of the Olympic Family would pay their own way to the Games in every regard, unless later financial income allowed the LAOOC to subsidize some of these costs.
- Financial and security matters would be kept private to the LAOOC to the extent possible. The public's right to know about the LAOOC's internal operation and problems would be considered similar to that of any private, not-for-profit agency. Thus the public right to information was significantly less than that of a public agency or prior organizing LAOOC; but not as limited as that of a private company within the United States.
- Spending and staff size should be as constrained as possible for as long as practical during the early years of the LAOOC. This principle allowed the LAOOC to understand both its fiscal resources and the job to be accomplished prior to committing funds to any non-essential items.
- A small number of sponsors pledging significant revenue would be better than a lot of companies each giving a much smaller amount. This principle was in direct contrast to the philosophies at prior games and was therefore considered a risky concept.
- A new management concept was necessary to operate the venues. Prior games had shown that sport experts were not always good site managers, and had shown that shifting from centralized planning to decentralized operations was very difficult. Therefore, LAOOC decided to utilize a long-term but part-time position called "commissioner" to run each site. Commissioners were successful businessmen, but not necessarily sport experts. They were part-time for several years before joining as full-time staff members for the last six months.
- There would be no governmental funding of any type. The LAOOC would pay for everything it ordered but not for items a governmental agency provided as part of its normal responsibilities to the public.
- Generally, the LAOOC would use an entrepreneurial approach, rather than a big business or governmental approach in conducting its affairs and would look for key executives with that background.

Most of the above guidelines were formulated in 1979, although they continued to evolve as the organization experienced success in some of its efforts and frustration in others.



2 Kevin Lewis (left) and Russell Derek discuss plans to aid the physically challenged during the Games' competitions.

3 Former Olympians employed by the LAOOC include (front row, from left) Andrew Strenk, Hugo Salcedo, Jan Palchikoff, Jan Romary and Ronald Tomsic; (middle) Michael O'Hara, John Pennel, William Schmidt, Steve Gay and John Carlos; (back) Anita DeFrantz, Stephen Pickell and Wayne Collett.



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Notable by its absence from this list of operating strategies was a nationalistic or even a local political focus. Although everyone associated with the LAOOC wanted Los Angeles and the United States to look good during the Olympics, the overriding goal in the first three-year period of planning was for the LAOOC to stage a modest but successful Games without losing money or requiring taxpayer funding.

3.05.2

Early financial planning

In June 1979, the LAOOC engaged two major accounting firms, Arthur Young & Co. and Peat, Marwick and Mitchell, to conduct a financial study covering both revenue and expenses for the period June 1978 to September 1984. The firms were to prepare a workable plan based on a spartan service level.

The result of the study was a financial plan that served the LAOOC as a guideline in all of its future planning phases. It concluded that a reasonable although modest Games would generate a surplus of \$21 million. The summary of this financial plan was released to the public and media in September 1979. It formed the basis for the public's image of the LAOOC's finances for several years.

The plan proved amazingly prophetic despite some noticeable oversights. Perhaps the largest was that no funds were allocated for normal police protection, whereas the various public agencies eventually were paid over \$30 million by the LAOOC. A second major item not contemplated at the time was the creation of the Olympic Look, known as "festive federalism." The Look cost \$15 million. It was also true that as revenues exceeded expectations, the LAOOC allowed expenditures across the board to rise in a similar fashion.

3.05.3

The Games of the XXIInd Olympiad in Moscow—an opportunity missed

Though each organizing committee must ultimately prepare its Games consistent with its own goals, objectives and resources, past committees have relied heavily in their formative stages upon the experiences of the organizers of the previous Games. For the LAOOC, this would have been the 1980 Olympic Games in Moscow.

Senior representatives of the LAOOC did attend the 83rd Session of the International Olympic Committee in Moscow in July 1980. However, in

conformity with the wishes of United States President Jimmy Carter, the Los Angeles delegation left Moscow before the Games began, thus denying itself the opportunity to see the inner workings of an Olympic Games prior to conducting its own.

3.05.4

Revenue acquisition

A quick review of Moscow, Montreal and Munich Olympic financing revealed that 90 percent of each organizing committee's revenues was derived from governmental sources. This represented a bleak picture for a committee dedicated to the principle of staging the Games without government funding. Moreover, lotteries were illegal in the state of California and could not even be considered as a revenue source. A program for selling commemorative coins was eventually approved by the United States Government, but the approved program was a watered-down version of the one originally envisioned and promised only a fraction of the revenues.

The LAOOC looked at its available resources and concluded that it must substantially boost the value of non-governmental revenue over all prior Games. The three strongest possibilities were broadcast rights sales, sponsor and supplier payments and ticket revenue. To finance a Games with a \$500 million budget would require an eight-fold increase in these revenues from the last three Olympics.

Because the IOC prohibited any sponsor contracts from being concluded prior to the conclusion of the 1980 Olympics, the LAOOC spent 1979 and the first half of 1980 laying the groundwork and arranging for interim funding. Television rights sales bidding procedures were used to solve this interim funding problem by the creative approach of requiring a refundable deposit for the right to bid on the United States television rights.

These initial activities paid off handsomely as the Organizing Committee was able to announce, right after the conclusion of the Moscow Games, nine sponsorship agreements totaling \$30 million in cash, plus millions more in in-kind commitments. Also announced was the sale of U.S. television rights to the American Broadcasting Companies for \$225 million. These early agreements provided a revenue to the LAOOC that was six times the amount Montreal had collected from all television and sponsor/supplier contracts. The Los Angeles Olympic Games began to look financially feasible, even to hardened skeptics.

The LAOOC decided to postpone exploring the third major revenue source, ticketing, until the Games drew closer. Tickets were made available for sale in June 1983.



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4 Roone Arledge, president of ABC news and sports (standing), announces ABC's \$225 million television rights purchase.

5 In early 1980, the fledgling LAOOC staff meets to initiate plans and programs.

The overall result of the approach taken by the LAOOC to secure its financial base was extremely positive. By the end of the Games, the Los Angeles organizers had raised almost \$628 million from non-governmental sources compared with \$72 million raised by the Montreal organizers in 1976.

3.05.5 Site acquisition

The third major activity for the LAOOC during the early years, after the development of the strategic plan and the revenue acquisition, was securing sites and facilities to be used during the Games. These included not only major sporting facilities throughout Southern California, but also the villages, a main press center facility, office space and other ancillary buildings.

The Organizing Committee found itself in two distinctly different situations, depending upon how the city had listed a particular facility in its proposal to the IOC. A few facilities were named in the proposal as certain to be used. These included UCLA and USC as the two villages and the Coliseum for the main stadium. Fortunately, most facilities were named in the proposal as possibilities, with no commitment on the part of the organizers, thereby reserving the right to change a facility should it be necessary.

Where the facility was promised in the initial proposal, a monopolistic position was created where the facility owner or operator had considerable leverage over the Organizing Committee. After a few discussions with each of these agencies, the LAOOC elected to contract first with the other facility owners.

Consequently, the first facility agreements announced were those for basketball and yachting. As an example of how this process worked, Los Angeles has two very successful basketball teams, each with its own major indoor arena. Both sites wanted Olympic basketball played in their facility. The LAOOC used the competition between the two sites to obtain a contract for the use of The Forum that featured reasonable terms. The Organizing Committee intended to use this contract to set the general pattern for such items as the facilities' share of concessions, parking, and novelties for all future venue contracts.

While the LAOOC was negotiating to acquire its early facilities, it also focused on those facilities that would require construction. These were archery, canoeing/rowing, cycling,

hockey, shooting, swimming and the endurance portion of the equestrian competition. Of these, canoeing/rowing, cycling and swimming were expected to be the most expensive.

The LAOOC actively pursued its planned program of identifying sponsors to fund the construction of the major facilities and was shortly able to announce the sponsors for cycling and swimming.

Following these actions, the LAOOC was able to announce nine venue contracts completed in 1980, four years before the Games; ten contracts for venues in 1981; three in 1982; and five in 1983.

3.06 Management of the planning period: 1981–1982

With its strategic goals established, its revenue base secured through the initial sponsorships and the ABC television agreement and a site acquisition process under way, the LAOOC began to focus on the hiring of key staff and the development of its departmental structure. Mandates, budgets, time lines and basic policies for each department involved in organizing the Games then developed.

3.06.1 Commissioner program

An innovation in Olympic management was introduced on 25 November 1980 when the LAOOC announced that the management of individual sports at the Games would be handled by sports commissioners. One of the major problems experienced by organizers at past Games and by the International Sports Federations which are responsible for managing the sports competitions was the continuous shift in personnel working with each IF. As past organizing committees grew, different people were placed into a liaison role with the IFs until the Games-time manager for that sport was named, usually about one year prior to the Games. Each new person who dealt with an IF had to spend a lengthy period to indoctrinate himself with the nuances of the sport(s) concerned and with the appropriate IF officials. The LAOOC determined that it would be more efficient to establish a permanent point of contact with each IF early and continue with that person as the responsible manager for each sport throughout the planning period and, ultimately, through the Games. During the early years, the commissioners were paid a small retainer each year. Then, six months prior to the Games, each took a leave of absence from other employment to take active control of a sport. Between their appointment dates and their times of assumption of full-time staff positions, the commissioners traveled widely to familiarize themselves with the

International Sport Federations and officials and to become true experts in their respective sports. Commissioners attended world championships or world cups and regularly reported to their respective federations during congresses or other meetings. Commissioners also used these opportunities to distribute technical literature and to answer general questions about the organization of the Games, in addition to observing the conduct of the event at which they were present.

During the early period of planning, the LAOOC worked to identify these commissioners and to provide them basic orientation. Thus when the time approached for the Games and the commissioners became full-time managers, they were already intimately familiar with the various details of organizing their sport and in many cases had their sport management team already assembled.

3.06.2 Development of a master plan

In June 1981, a planning department was created and given a mandate to develop a master operating plan for each department, specifying the task to be undertaken, the personnel required, key milestone deadlines and a rough budget. Planners worked with each existing department to identify the major responsibilities and tasks that lay ahead and noted areas which were not covered or were felt to be outside the scope of the departments interviewed. For areas in which no staff had yet been assigned, the planning group reviewed reports from past organizers and spoke with knowledgeable people in the local area about the specific tasks.

This master plan was developed by a small group of planners over a ten-month period. At the conclusion of their efforts, the plan became the basic mandate for the departments as each was created.

3.06.3 Integrated scheduling based on the master plan

One outcome of the master plan was a computer-generated task network (or Program Evaluation and Review Technique, PERT) involving 20,000 items, carefully interrelated in time sequence. As was the experience with prior organizing committees, the first complete run of the PERT network showed the Games being ready several years after the announced time for opening ceremonies. By juggling and realigning the plan, everything was scheduled to be ready by 28 July 1984.

After working with this schedule for several months, the LAOOC discovered that it was not a useful management tool. There were many different ways for a department to execute its mandate. The approach selected would depend upon the style of the department manager and upon the circumstances presented as various alternatives were tried. To develop the PERT network, a specific approach had been selected; when this was rejected by the department, the usefulness of the network was diminished.

However, the PERT exercise had identified many of the key tasks and helped to acquaint each department with its own responsibilities and how they affected other departments or groups. This interrelationship of the tasks defined by the PERT exercise helped to impress upon each department manager the need for inter-departmental communication and information; these needs were eventually met by the period staff meetings and weekly status report summaries.

By January 1983, the LAOOC had dropped the massive PERT network and switched to a simpler master schedule that consisted of only 600 key dates for all departments and sports combined. This master schedule did not attempt to interrelate the key dates as had been the case in the PERT network; rather, it was small enough for each department to familiarize itself with the key dates of other departments with which it was involved. In addition to the master schedule, many departments had their own detailed schedules to track internal progress.

This master schedule approach was used by all departments through the end of 1983 and as a senior management aid until May 1984.

3.06.4 Management planning sessions and retreats

During 1981, 1982 and early 1983, the basic policies, goals and departmental plans were extensively discussed at a series of management retreats. Through this process, senior management defined its plans for the Games and developed an understanding of other departments' goals and activities. This shared vision was critical as the growth of the LAOOC exploded both in terms of manpower and complexity as the Games approached.

The retreat program was designed to assist senior management define the LAOOC's direction and views in broad terms by gathering senior managers and planners in a relaxed environment outside of the LAOOC's offices. Representatives of all major departments were present: only a handful in 1981, 13 in 1982 and 19 in 1983.



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6 Scale models of the Olympic venues, such as The Forum (basketball) shown here, are on display at the IOC Executive Board meeting in Los Angeles.

7 As the LAOOC staff grows rapidly in 1983 and 1984, so do the size of general staff meetings.

8 The Technology Department displays numerous Games systems at the 1983 IOC Executive Board meeting.

The general agenda was defined by the executive vice president/general manager during all three sessions, each of which lasted one day for approximately eight hours. Participants were asked to prepare long-range planning papers for review by other participants, usually defining the six-month and one-year goals for their respective departments. For the 1983 meeting, each department manager, whether or not asked to participate, prepared a vision paper of up to 10 pages which defined the goals, operating assumptions, service levels, workplan and unresolved issues facing that department. This forced each department to present its scope as it understood it and to forecast the major remaining tasks in its area. These papers helped other departments understand the areas of activity for each department and emphasized those activities that were not being undertaken by any department and required attention.

**3.06.5
Operating plans**

Beginning in fall 1982, each commissioner prepared an operating plan for his particular sport. The first drafts of these plans focused on the competition aspects of the sport. These plans usually contained detailed information on the architectural and construction requirements for the field of play, needs for competition staffing, scheduling and training facilities and special items expected to be provided by support departments. Drafts were circulated to all affected operating departments. These led to meetings between commissioners and in-house sports staff to resolve numerous issues. This effort was very beneficial as sports-specific support services management reviewed a common plan for the first time at many sites. The support departments prepared brief, generic operating plans that outlined the service programs for all sites in early 1983 which were then presented to the commissioners. These documents were integrated into what became the preliminary operating manuals for each site.

**3.07
Period of testing and refining**

In 1983 and early 1984, LAOOC's plans coalesced. This period saw rapid staff growth coupled with staging of a series of events that provided the new staff with direct experience and built confidence. At the end of this period, the LAOOC understood how it wanted to stage the Games and had the key players in place to achieve that objective.

**3.07.1
Explosive growth in the staff**

Few organizations grow with the vigor of an Olympic Games organizing committee. Between January 1983 and April 1984, the LAOOC grew sevenfold, from 200 to 1,400 staff members. In summer 1983, to accommodate this growth, the Organizing Committee moved into an 180,000 square foot

former helicopter design and engineering facility to allow all its staff to be under one roof.

This tremendous growth in staff occurred just as the organization had mapped its overall strategy, giving each new staff member a relatively specific set of responsibilities to execute.

**3.07.2
Meetings of the
IOC Executive Board and
the NOCs in Los Angeles**

The LAOOC departments had their first opportunity to test their plans at the IOC Executive Board meeting attended by over 140 NOCs in January 1983 at the Biltmore Hotel. More countries were represented at this meeting than at any prior event in the history of Los Angeles.

The LAOOC departments turned out in force, arranging such diverse areas as accreditation, government relations, materiel supply, medical services, press operations and travel. The meetings also provided an opportunity to evaluate staff members on their planning ability, operational flexibility and resiliency under pressure. Each department that participated in the preparations for and operations of the meeting were required to file detailed operating plans and budgets and were to train volunteer staff members.

One of the most notable outcomes of the meeting was the success enjoyed by the many volunteers who assisted the permanent staff in various duties. Many of the volunteers who participated in the meeting became group leaders for other 1983 events as well as for the Games.

Having so many NOCs represented in Los Angeles also provided the LAOOC with a unique opportunity to survey each NOC's plans and needs for the Games. The resulting information presented the LAOOC with a valuable base of information which was extensively used in determining the Games needs of the delegations.

Through extensive discussions with key IOC and NOC representatives, many LAOOC policies were refined during the meetings.

**3.07.3
Revised budgets**

In spring 1983, the LAOOC completed a major and last revision of its Games operating budgets. By this time, most of the key management staff was hired, operating plans were drafted and initial tests had been completed at the IOC/NOC meeting in January. Finally, the basic policies had been set and operating plans determined so that the LAOOC was able to make an accurate estimate of its Games expenditures.

In the following months, there was a continual refining of the budget as new needs surfaced. However, no new major budget cycles were instituted.

Each department was required to present carefully compiled sets of service-level assumptions, a summary of staffing and equipment line items, a list of equipment and services which would be provided at no cost by sponsors or suppliers and a list of potential cuts which could be made from the list of line items.

Based on this budget review, the actual Games budgets were drawn up and a reporting system against the budgeted amounts was begun.

3.07.4 Sporting events in 1983

The LAOOC hosted a series of international sporting events during summer and fall of 1983. Where the January IOC/NOC meeting provided the initial opportunity for the LAOOC to test its management plans, the summer sporting events provided a strenuous, in-depth sports-specific rehearsal. It was felt that the use of individual events would be more appropriate for testing purposes than a single, large-scale event which would simulate the Games' environment. By focusing on a single sport and venue, each could be tested thoroughly on a department-by-department basis, and any problems or questions could be solved quickly within the context of a one-venue location or an event of short duration. Although major systems such as venue communications and transport could not be tested, any shortcomings exhibited by individual departments were apparent.

The program of events included archery, canoeing, cycling, gymnastics, rowing and swimming (including separate events for all four disciplines). This program was devised so that each of the sites built specifically for the Olympic Games—the new swimming pool and velodrome—were included. Intensive testing of new venues under rigorous standards of international competition was considered essential by LAOOC to certify that the sites would work properly for the Games. Gymnastics was included in the program so the LAOOC could test its procedures for an indoor event and because gymnastics, with its specialized apparatus, was the most complicated.

An international-class shooting competition was held at the Prado Recreational area following the completion of the ranges in the spring of 1984. In addition to these LAOOC-managed and sponsored events, there were additional competitions during 1983 at Olympic sites in athletics, equestrian, hockey, judo, modern pentathlon, volleyball, wrestling and yachting. LAOOC commissioners and staff from other departments participated in most of these events and gained additional experience in the operation of their sport.

In addition to validating the LAOOC-constructed facilities, the LAOOC benefited from its 1983 events in several areas. The summer competitions provided the first comprehensive test of the LAOOC's plan to extensively recruit, train and employ volunteers in venue positions. The LAOOC was generally pleased with the results.

Additionally, various LAOOC departments experimented with different approaches to providing services at the 1983 competitions. Through this testing, departments refined their plans for the Olympic Games.

The 1983 sporting competitions forced the organization to select an approach, and to become operational. As a result of the test events, the LAOOC developed confidence at all levels of planning, and gained valuable operational experience. In fact, the LAOOC gained so much from the events that future organizers may wish to explore the possibility of conducting one or two events two years prior to the Games, rather than just one year.

3.07.5 The venue development process

The final months of the testing and refining period were devoted to the venue development process. After the 1983 events, departments understood how they wished to conduct their affairs during the Games. There were, however, conflicts between departments and conflicts between departments and site managers. There also was a series of alternative approaches to various sites which required resolution.

To resolve these issues and to generate solid site plans, including architectural requirements and staffing levels, teams composed of staff from all departments of the Organizing Committee were created.

Each venue development team created a definitive report, setting forth the responsibilities of each department at that site, the site manpower plans, space needs and space program and blueprints describing how space would be used. Through an extensive process of consulting and cajoling, resolution was achieved on all but a few issues which were then referred to senior management. At the conclusion of this intensive six-month practice, LAOOC senior management, including the executive vice president/general manager, approved the plans for each venue, village and each of the other key sites.

In the approved venue development plans, changes were made only through a formalized review process. With the completion of these detailed reports, the fabrication and procurement of needed items and the recruitment of staff could begin in earnest, since a detailed plan of the requirements for both people and things was in existence.



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9 The LA83 Gymnastics competition is held in UCLA's Pauley Pavilion as a dress rehearsal for venue staffers in preparation for the Olympic Games.

10 LA83 is the theme of a series of pre-Olympic events at selected venues in the year prior to the Games. The XXXIInd World Archery Championships is held from 19–22 October and is the last such event in 1983.

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3.08 "Venuization" and implementation

Initially, all past Olympic organizing committees began with a few staff members organized along departmental lines. As these committees grew, additional staff were added to the departments. These new members developed loyalties to their departments, such as food services, health services, technology, and so on.

During past Games, however, each venue became a self-contained unit with its own technology, human resources, health services, competition management, food service and security staff. To switch from the departmental organization of the early days to the venue organization at the time of the Games required a major adjustment which each organizing committee had to accomplish between three and twelve months prior to their Games. The LAOOC called this tumultuous process "venuization."

During this period, as venuization developed, the commissioners focused on putting together management teams, acquiring a Games staff and training it properly.

3.08.1 Explosive growth in site management

In early 1984, the sports commissioners became full-time. Among their initial activities, the commissioners assembled key management teams and brought them into the organization. With the senior management of each site in place, the Organizing Committee began its growth from 800 staff members in January 1984 to almost 70,000 in July.

As the site management staffs were identified, group meetings and seminars were held to bring an even finer level of operating detail to the plans compiled during the venue development process. More importantly, each of the staff members grew accustomed to working together and within the LAOOC's overall structure, so that the staff would adjust immediately upon "going operational" at the venue.

Also, training programs regarding specific responsibilities for site managers of central service functions were held for groups such as venue press chiefs, venue technology managers and so on. Weekly meetings of the venue directors were held, even though many of these managers were not members of the full-time LAOOC staff, much as the commissioners had not been in the years (rather than months now) prior to the Games. These meetings provided a forum to discuss and disseminate policies and regulations relevant to all LAOOC departments. Central operating departments were asked to make presentations summarizing their areas of responsibility and to highlight specific areas of concern for the venue directors to deal with during the Games period.

3.08.2 Mandate of the commissioners

The LAOOC's executive operations committee spent several weeks in December 1983 defining the authority to be delegated to the commissioners during the coming six-month period, the roles of the various operating departments and how the reorganization to venuization should occur.

The result of these deliberations was the "Commissioners 'Mandate for the Preparatory Phase," a document which was widely distributed among the management staff. It served to guide major transition in the delegation of authority to the operating site managers.

This document was distributed on 16 January 1984 and defined clearly the place of each sport within the integrated whole of the Games:

Summary (Overview)

"The commissioner has overall responsibility for the operation of the venue prior to, during and after the Games;

"In some specific areas, the commissioner has direct responsibility for providing services at the venue;

"In other areas, the commissioner coordinates services provided by support departments;

"One of the commissioner's prime focuses is to blend together in to an organic whole services provided by each of the departments at the competition site;

"The commissioner is encouraged to question anything and everything planned by the staff at the site. The commissioner should feel free to propose changes and achieve consensus with departments impacted by the changes. If the departments will not agree with the commissioner, the commissioner's VP and the departments' VP will decide;

"The commissioner should strive to prepare and operate the venue in a manner consistent with overall LAOOC policy. The commissioner is not staging a world championship. Rather the LAOOC is staging 23 sports which create an integrated event perceived by the world as a unified whole. Consequently, deviations between sports as to services which will be recognized as different by anyone other than the IF are not appropriate.

Commissioner's objectives

"The primary objective is to make the Games work. Whatever emergencies occur, the show must go on. The public's perception of the commissioner's venue and the overall Games should be of a smooth, functioning and integrated event.

"The commissioner's second goal is to make the venue function for each of the audiences. These are: Competitors, TV Public, IFs, NOCs, Spectators, Press (written and photo) and Staff

"Finally, the events at the venue should be staged at a reasonable cost, not a minimal cost, not a spartan cost, not a lavish cost, but at a cost which provides for a reasonable show.

Constraints

"There are several constraints within which the commissioner must manage:

- *The approved venue development plan provides a group of constraints which are similar to a budget in a normal organization.*
- *The commissioner may not exceed the staffing numbers in the approved venue development plan without approval of Games staffing control.*
- *The commissioner may not change the physical layout of the venue as reflected in the venue schematic drawing without the approval of venue review committee and the departments affected by the change.*
- *Some things are simply not available at the last minute. These will probably include uniforms and shoes and will clearly include new accreditations.*
- *Changes in the level of service or scope of operations provided by the support departments should be jointly negotiated by the commissioner and the support department. Services at the venue should be consistent with the plans at other sites and LAOOC overall policies.*
- *The commissioner must manage the venue within LAOOC policies. Existing policies are attached, others are in the process of being developed.*
- *One of the commissioner's early tasks will be to develop a budget for the areas directly under her/his control. The assumptions for such preparation will be given to the commissioner shortly together with a statement of the commissioner's budgetary authority.*

Resources

"The commissioner will have a variety of resources available to assist in preparing and operating the venue. Primary among these are:

The existing LAOOC support departments will assign managers, with the commissioner's concurrence, to the venue team. These support departments generally bring extensive knowledge regarding their specialty area which should be built upon in planning the venue.

The commissioner should assemble the venue key management team. If these members, such as a venue director, have not yet been assigned to the venue, the commissioner should recruit them. Candidates must be approved by the commissioner's VP and Harry Usher.

Responsible for all four phases

"The commissioner is responsible for all four phases of operation at the venue. The commissioner or her/his chief operating officer must have a detailed understanding of all activities planned at the venue and a deep involvement in assuring that they will work. These four phases are.

- *Preparatory—The activities between now and move-in to the venue. The preparation and approval of operating plans are among the major tasks during this phase. The commissioner should force the development of plans for each of the groups providing services at the venue and integrate these plans together.*

- *All major decisions should be made during this phase so that during subsequent phases the staff are simply and smoothly executing the plan.*
- *Move-in—Beginning with the access to the site, this is the period of installing the equipment, testing it and training the staff.*
- *Operations—Athlete training and the actual competition.*
- *Close-out—Managing the take-down of the venue, the safe removal of all goods and equipment to LAOOC's warehouse and the rehabilitation of the site.*

Key tasks

"The commissioner is responsible for ensuring that all necessary preparations are made during the preparatory period by each department to ensure the smooth functioning of the venues. A list of generic tasks which each venue team should address during its preparatory days will be distributed later. The key activities are:

- *Building a venue management team*
- *Becoming intimately familiar with the venue and its operations*
- *Understanding what role is to be played by the venue owner/operator and incorporating them in to the venue team*
- *Integrating the services delivered by each of the functional areas*
- *Preparing an operating manual including a detailed schedule of activities from move-in through close-out, and detailed job duties for each venue staff position*
- *Obtaining, orienting and training the management and Games' staff"*

Following this general overview, specific guidelines regarding 31 separate departments and their authorities and responsibilities were attached.

3.08.3 Recruitment of Games staff

With the management team in place for each venue, including representatives of each of the key departments providing services at that site, the process of Games staffing began in earnest. This involved identifying, processing and training the tens of thousands of volunteers and paid staff who would assist during the Olympics.

Though ultimately each site would become responsible for its own staffing, a central department (Games Staffing) assisted in processing nearly 100,000 names received by LAOOC prior to 1984. This central group then monitored the progress made by each of the areas. Each commissioner and his management team worked to attract other individuals among their acquaintances, associates and friends. The interest shown by these groups was dramatic, and some sites were able to attract almost all of their staff by word-of-mouth advertising. In addition to staffing assistance lent by the Games Staffing Department and the recruitment by the commissioners and other site managers, some centralized departments took responsibility for recruitment of staff for their roles in each venue. An example of this was in Press Operations, which procured all of its staff members independently of the Games Staffing Department or the site management groups.

3.08.4 *Table top exercises*

In May, three months prior to the Games, each venue and other sites conducted a simulation of the site's operation. The site management team, generally about 20 members, simulated the operation of the site utilizing architectural drawings and blueprints. They examined every aspect of the operation of the site, from the arrival of the first security guards until the completion of the close-out. During these discussions, the site management team searched for overlooked items, identified conflicting areas and verified that the people flows within the sites were satisfactory. Also included was a vast series of "what if" questions designed to probe and test the site's contingency plans.

Although the exercise was only with blueprints and drawings, the questions and situations posed by the commissioner or site manager probed the knowledge of the participants and forced responsible parties to think about situations they could encounter during the Games. Further, key service managers began to associate names and faces with actual authority and responsibility for key areas which they would have to rely on during the Games. It became clear that interaction among venue department managers increased substantially after the "table top" meetings, and that the venueization process was boosted considerably.

3.08.5 *The Soviet withdrawal and Eastern Bloc boycott*

As the time of the Games rapidly approached, a contingency for which the LAOOC had prepared occurred. On May 8, the Soviet Union announced it would not participate in the Games of the XXIIIrd Olympiad. Over the next two weeks, they were joined by 14 other countries.

The LAOOC's response to this situation was swift and immediate. The LAOOC quietly but thoroughly contacted each of the NOCs to urge them to participate in the Games. Valuable support in making these calls was received from several members of the Olympic movement.

Simultaneously, the LAOOC began implementing its contingency plans to cut back services where appropriate, reflecting the potential reduction in the number of competitors.

The required adjustments to the fields in appropriate sports were made in concert with the International Federations concerned and with the IOC at the meeting of the IOC with the IFs in Lausanne in late May. The LAOOC was pleased to note that a full schedule of competitions was planned and that many NOCs had asked permission to bring additional competitors to replace those athletes from the boycotting nations.

The LAOOC and Olympic fans around the world regretted that the strong teams represented by the USSR and a few other countries would not compete, but, overall, the impact upon the Games was minimal. With 141 nations meeting the 2 June deadline to announce their intention to compete, the LAOOC was assured of hosting the largest number of nations ever to compete in an Olympic Games—well ahead of the previous high of 122 nations that attended the Games of the XXth Olympiad in Munich in 1972. Although adjustments were made in individual sports, little overall impact was felt by the absence of boycotting athletes from a logistical and operational standpoint.

3.08.6 *Torchlight III*

A day-long exercise involving the top six managers at each site and the LAOOC Operations Center was conducted one month before the opening of the Olympic villages.

"Torchlight I" was a law enforcement command post exercise conducted in late 1983 and involved the senior operating officers from each of the law enforcement agencies in Games' law enforcement activities. Typical problems were posed and the agencies were responsible for stating the resources they would use and notifying other offices of their standard procedures. The LAOOC participated in this exercise as observers and as occasional responders to direct questions from law enforcement. "Torchlight III" was a similar though substantially larger exercise conducted on 15 June 1984, and the LAOOC was a full participant.

For the "Torchlight III" simulation exercise, a series of problem scenarios had been developed. These problems were presented to the various sites and departments at pre-determined intervals. The sites attempted to resolve the problems, not by deploying staff and moving resources, but rather by stating the resources they would use and notifying other offices according to their standard procedures.

The "Torchlight III" exercise provided a comprehensive test of each of the site management teams and the systems connecting the sites.

Most of the exercise was carried out via telephone as the site commissioner and managers responded to serious and non-serious incidents involving their site. Some uses of EMS, paging and radio communications were carried out as well. The exercise required some quick judgments and serious consideration of worst-case possibilities involving architectural disasters (collapse of a grandstand), competition problems (a team walks off the field in protest), security concerns (terrorist attack) and venue service questions (a panic develops after a spectator faints following the consumption of a hot dog) which were unlikely, as well as common occurrences for which a procedure had to be developed at each site (lost child). The exercise was especially effective because it continued throughout the day and new facts and situations were

injected at irregular intervals for each site, each requiring an immediate response.

While each of the sites was working with the various scenarios independently, the LAOOC also activated an Operations Center for centralized reporting of significant problems and resolution of questions requiring decision-making by the senior management. While this center worked as planned, it was overwhelmed by the simultaneous bombardment of major incidents at the sites. Since each site needed significant and interesting problems scenarios to work with, the avalanche of bombs, collapsing bleachers, floods, food poisoning, electrical storms, high winds and terrorist activities was more than could be handled and was not a realistic simulation of what to expect at the Games. Simulation exercises involving an operations center held by future organizers should probably be more realistic and involve only a few sites at a time.

Several venue sites continued to use these kinds of exercises in their training periods to sharpen the skills of their department managers.

3.09 *The Games*

As always in the organization of Olympic Games, the last months before opening ceremonies are the most hectic. It is during this time that the movement to the venues occurs, the final construction details are completed and the bulk of the staff commences work and training. For the LAOOC, this period was no exception.

In fact, for the Games of the XXIIIrd Olympiad, the last months were particularly hectic. Under its contracts with the venues, the LAOOC generally did not take exclusive possession of a site until—on average—two weeks before the commencement of competition. This meant that in large part the LAOOC had to concentrate all the modifications required to bring a venue up to Olympic standards into that two-week window. Obviously, wherever possible, the LAOOC negotiated earlier access.

This also meant that whereas other organizing committees had moved their key management staff to the sites six or seven months prior to the opening ceremonies, in general the LAOOC staff did not move until less than a month before the Games.

3.09.1 *Commissioner's Authority Memo*

As a follow-up to the widely-distributed "Commissioner's Mandate for the Preparatory Phase," a final "Commissioner's Authority Memo"

was distributed on 17 June 1984, one month prior to the opening of six major sites: the IOC headquarters at the Biltmore Hotel, the Main Press Center, the Olympic Arrival Center at the Los Angeles International Airport and the three villages at UCLA, UCSB and USC. This document defined formally the extent of the commissioner's authority at his site over various areas which had been touched on previously in the January 1984 directive.

The general mandate remained exactly the same. The "show" had to go on and it had to be a good one, within the framework of an overall event, the Olympic Games. Now into the actual operational phase, however, the commissioner was able to (and required to) utilize new powers and responsibilities:

- Budget; each commissioner had a budget against which expenditures could be authorized. All commissioners had an upper spending limit of \$20,000 per transaction with an aggregate limit equal to their remaining budget. Central departments retained control of their own budgets including those portions of that department's budget allocated to the venues. However, the commissioner could request release of such funds from the Operations Center.
- Food services; the commissioner was responsible for all food services, including the disposal of unused food; distribution of such food to charitable or other such concerns was encouraged. The commissioner also had complete authority over all venue-related hospitality and party functions.
- Housing; commissioners could authorize rooms at the LAOOC's expense for venue staff members as long as charged to the venue budget.
- Language services; the commissioner had the complete authority to determine the priorities for the use of the language services staff assigned to the venue.
- Materiel supply; the commissioner was able to order all supply needs for his venue and could procure supplies from any source, if the materiel supply group was unable to deliver them. Commissioners could also reallocate supplies from one departmental function to another on the site, at his discretion.
- Personnel; with reasonable cause, a commissioner could suspend or have terminated any LAOOC Games staff member at the venue. The Games staff member, whether paid or volunteer, should have explained to him the reason for the disciplinary action and have a chance to respond. While the commissioner had complete authority to authorize overtime for any staff, as long as he stays within his budget, only the Operations Center could authorize changes in a staff member's rate of pay.

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- Press operations; commissioners had the right to admit non-accredited written press and photographers into public areas only, using their limited number of venue passes. These persons were not allowed to go into zones open only to accredited members of the media.
- Venue access privileges; commissioners had the power to change the access privileges of any venue staff member by increasing or decreasing the zones which that staff member was allowed to enter. Decreases, however, should also have involved consultation with the venue manager for the functional department in which the staff member worked.

Commissioners were not authorized to issue new Olympic Family accreditations ("A", "B", "C", "D", "E", "F", "G", "I", "O"), or to make major changes in the architecture or construction of the venue. Competition starting and ending times were noted to be especially sensitive for the international broadcasters, and session start times were only to be changed with the concurrence of the IF concerned and the host broadcaster. The Operations Center was notified if the session start time varied by more than five minutes from the prepared schedule. Other specific cases were dealt with by specific directives distributed after the "Commissioner's Authority Memo" was completed.

In general, this document helped to clarify the role of the commissioners as the chief executive officer at each site and established their lines of authority over certain areas, and the requirement that they seek the approval of the Operations Center or LAOOC senior management on other issues.

3.09.2

The Operations Center

As the competition and site management moved to the venues during June and July 1984, the complexities involved in communicating and managing increased geometrically with the number of sites activated. To meet this need, the LAOOC activated its Operations Center in early July with a carefully selected and trained staff.

After much internal debate as to what the nature of the Operations Center should be, it was determined that its primary function would be to serve as a communications and information center, providing services on behalf of sites to senior management and on behalf of central departments and senior management to the sites. This concept was tried during the "Torchlight III" exercise and worked

successfully, although the multiple calamities introduced into the exercise overwhelmed the ability of the Operations Center to react properly.

The Operations Center plan was finalized in late June 1984. It consisted of five duty officers, each of whom was either a group vice president or vice president. Each individual's duty officer shift was four hours per day with the remaining time spent administering their on-going operations. On each shift, there was also an information officer who was a middle manager in the LAOOC and was relatively familiar with all operations.

Departments and sites were distributed among five desks, based on logical groupings of the departments and regional groupings of the sites. Each desk had its own telephone number and was staffed by one or two desk officers per shift, depending on the time of day.

The Operations Center also included several administrative and support personnel who assisted in the maintenance of the running logs and reference manuals. Adjacent desks in the same physical area were available for staff from the news, security and transportation departments. A special office area was created for the LAOOC's executive vice president/general manager in the middle of the Operations Center area located in a section of the LAOOC's administrative headquarters.

Staff selection and training was especially important. Operations Center staff had to have extensive knowledge of and experience within the LAOOC in order to be effective in working with all departments and sites. Since most of the LAOOC's staff had been assigned to sites already, the Operations Center staff was assembled by reassigning key staff which, in some cases, was to the detriment of the site managers. But, it was necessary.

All Operations Center staff underwent a two-week training program including 20 hours of classroom training that consisted of a departmental review of general plans and staffing for the Games period, and the types of problems that could involve the Operations Center. The second section of training required desk officers to take tours of the venues, villages and other sites. By actually seeing the sites involved, the desk personnel had a better idea of the physical nature of problems reported. The final phase of training required the desk teams to assemble reference notebooks for each of the departments and sites for which the desk was responsible. The most important ingredients of these materials were the names, telephone numbers (home, site and mobile, if available) and organizational structure of key staff at each of the departments or sites involved.

The Commissioner's Authority Memorandum listed the services to be provided by the Operations Center that were of key interest to the site managers:

- Approval to spend over \$20,000 for any single transaction
- A contingency budget which could be used if the commissioner's budget was exhausted
- Resolution of disputes between a commissioner and a central department
- Reallocation of scarce resources between sites
- Collection of issues, problems and "for your information" notices for transmission to senior management and the dissemination of senior management decisions to the departments and sites as necessary
- A clearinghouse for problems of various types, especially those requiring communications through the Operations Center with a responsible department or agency and follow-up

The Operations Center began partial operations from 9–13 July from 0600 to 2000. During this time, a flood of telephone calls was received for the previous occupants of the office space used by the Operations Center, Language Services and Press Operations. Two telephone receptionists had to be hired to take messages to inform callers of the new numbers for those departments. On the evening of 13 July, the Operations Center commenced 24 hour operations and did not close until 12 August at 1500.

One of the most important activities was the continual updating of the lists of telephone numbers. One person was assigned to this project on a full-time basis. The need for accurate telephone numbers was important, and the lists proved to be of extreme value. More routine was the use of a three-part "incident form," which was used to record any significant incidents or problems reported to the Operations Center. Once a specific incident was resolved, the form was recorded in the daily logbooks and then filed chronologically, by department and by the Operations Center desk. Approximately 1,000 incidents were recorded in this matter.

Typical incidents which were handled included:

- Access problems due to non-completion of construction activities at sites when the requirement for accreditation badges was activated (the Operations Center helped to develop procedures to allow the admittance of necessary construction personnel)

- Bomb scares or bomb threats of various types
- Electrical outages (whether from overloaded circuits or destroyed electrical lines)
- Games staffing payroll problems, particularly involving transportation
- Installations of or demands for additional technology equipment
- Village staff requests for additional electric "golf-cart"-type vehicles

The use of the Operations Center as a communications point for decisions and information was very effective.

The duty officers were well chosen because of their wide background within the LAOOC and broad understanding of the various departments. However, they were more useful in the field than at the Operations Center. The ability to see what was actually happening as against what had been planned was much more valuable than waiting for problems to be communicated by telephone and provided an additional dimension of the Operations Center information base.

The Operations Center was essentially organized to handle major incidents which could not be resolved by the sites themselves. After years of controlled, centralized planning and direction, the Games provided the entrepreneurial commissioners in charge at each site to be on their own. Not surprisingly, the sites operated relatively autonomously during the Games. They prided themselves on their ability to solve as many problems as possible without outside assistance. They did not want to report their operating status on a regular basis and wanted to be left alone to run their own venues as desired—within the overall framework that had been previously agreed to through the venue development process and the commissioner's authority memoranda.

Fortunately, no major incidents occurred which could not be effectively handled at the sites. As a result, the main role of the Operations Center was to facilitate communications between departments and sites and to disseminate decisions of the senior management and general instructions, such as procedures for site close-out. With excellent communications tools such as EMS, pagers, radios and various types of telephones available, decisions or information could be reliably passed to the responsible senior managers without difficulty.

The Operations Center worked well enough as planned, although some modifications would have been useful. In future Games, organizers using a decentralized management scheme with a central Operations Center should require that each site designate a person responsible for communicating routinely with the Operations Center. Further, the desk concept would have worked far better had the sites been better informed as to the

structure and reporting requirements of the center. Finally, the knowledge gained by the duty officers in the field was extremely valuable and a program of roving scouts to report independently on overall operations at the sites might be valuable for operations as widely spread as in Los Angeles.

3.09.3 Senior management during the Games

To effectively govern this far-flung network of sites, the executive operations committee met daily, reviewing problems identified in the prior day and anticipating events and difficulties forthcoming. Represented at these meetings were the LAOOC president and executive vice president, the group vice presidents responsible for each of the departments and venue management and key managers for selected departments, such as security, transportation, news and the Operations Center.

The management of the games was greatly enhanced by the sophisticated technology employed in the communications network. Several thousand pagers were distributed among key managers and staff, most with digital displays. Messages could be sent to these displays from any of the 1,700 Electronic Messaging System (EMS) terminals, conveniently located at every Olympic site, including hotels. Longer messages could also be sent via the EMS terminals to any accredited person, who would then recover the message from any other electronic mail terminal. Finally, an extensive telephone network was established connecting each of the sites, key executive cars with mobile phones and a selected number of executives with hand-held portable phones which allowed them to be reached wherever they might be.

This extensive communication network meant that senior management was never out of touch. Thus, all critical problems could immediately be communicated to the appropriate managers via paging, telephone, or radio for appropriate action as they developed.

This allowed the management of the LAOOC to be relatively mobile and spend the bulk of their time observing and correcting operations in the field, rather than requiring them to be glued to the telephone in an office. Management was thus constantly involved in comparing what was actually occurring to what had been planned and making adjustments where necessary.

Because the commissioner program placed talented entrepreneurial managers in charge of each venue, the Games ran very smoothly. Though there were a myriad of small problems, few major problems were encountered; these were easily handled. From the public's perception, the Olympics flowed very smoothly.

3.09.4 Site management

Site management was entrusted to the commissioners, village mayors and to department managers who had their own sites, such as the Biltmore Hotel for Protocol and the Main Press Center for Press Operations. Frequent visits were made to many of the sites by senior management and by roving duty officers from the Operations Center.

It wasn't until after the Games that the significance of the "venuization" process and the clear definitions of policies and procedures that it generated was realized and appreciated. The tumultuous reorganization of the Organizing Committee's structure and reassembly into venue teams while continuing to operate out of the Marina Center was well worth the effort and allowed the teams the ability to begin functioning immediately upon opening operations at the sites. This was greatly aided by the new communications devices, especially the EMS network and the handheld radios used by many venue management staff.

Long-standing policies regarding area access by accreditation only and authorization of expenditures were closely followed. Late-arriving instructions such as reporting responsibilities to the Operations Center, close-out procedures and distribution of gifts were either lightly regarded or ignored because of the crush of last-moment preparations.

In general, policies and procedures were complied with that were distributed by the end of May, while many of the directives issued after the middle of June (when the "Commissioner's Authority Memorandum" was distributed) got lost in the tumult and excitement of the Games.

3.10 Post-Games close-out

With the conclusion of the first sport, modern pentathlon, eleven days prior to closing ceremonies, the LAOOC began a new phase: close-out. Securing the site after the conclusion of competition, returning materials to the warehouse and returning the facility to its original state was the beginning of the end.

The post-Games period, as would be expected, had an entirely different emphasis from the preparations. The focus was on demobilizing the venues, disposing of assets, discharging of staff, reconciling financial accounts and beginning the official report.



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11 During the Games, daily problems are identified and reviewed by the executive operations committee at the LAOOC's Operations Center.

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Within a week after closing ceremonies, the LAOOC had returned most of the sites to the venue owners. Within two weeks, all of the venues and villages had been returned. To facilitate this process, a special close-out team supervised operations as the sites, one by one, completed competitions, were sealed and then deactivated.

The physical assets of the LAOOC were consolidated at the Main Distribution Center, a large warehouse. The items collected there represented the complexity of the Games: beds, refrigerators, televisions and video recorders, flashlights, computer tapes, desks, uniforms and a potpourri of other items. The bulk of these items were sold back to the original manufacturers or given to governmental and other agencies. Those items of considerable memento value, such as posters, uniforms and festive federalism Look items were sold to the public at a retail sale and then an auction.

The drop in staffing was perhaps the most dramatic. One week after the Games, the LAOOC staff had dropped from almost 70,000 to 2,000 people. Three weeks later, there were 450 people on staff. Two months after the Games, there were 150 people engaged in purging files, paying bills and closing accounting records and drafting the official report. By the end of 1984, the LAOOC staff totaled 75 people.

3.11 The LAOOC legacy

The Los Angeles Olympic Games were financially successful beyond the dreams of its original advocates. A \$215 million surplus was realized by the Organizing Committee. The surplus was greater than that of all prior Olympic organizing committees combined.

But the success of the Olympic Games cannot be measured by the amount of surplus alone. The impact of the Games upon Los Angeles transcended the event. For two magical weeks, the city was united and enchanted. The eyes of the world focused on Los Angeles and saw not smog, not traffic jams, not crime, rather a city rejoicing. They saw a city that was warm, vibrant and friendly and they saw a transportation system that actually worked. The citizens of Los Angeles as well as all Americans discovered a new pride in themselves, their city and their country. The international guests who had traveled to Los Angeles found themselves at home in a city of many languages, many people and much hospitality.

The LAOOC did not cause all of this to happen, but did contribute much to make the Olympic experience in Los Angeles special. It was the people who grabbed hold of the LAOOC's message to "play a part in history" and embraced the athletes of 140 nations who represented most of the countries of the world by marching in the Opening Ceremonies.

It was the Organizing Committee, however, that marshaled the forces necessary to stage the Games and presented the spectacle to the world. In retrospect, it can be seen that many of the overall policies adopted for Los Angeles played a significant role in the success of the Games:

- Existing facilities proved more than satisfactory and were already equipped with operating personnel, procedures and support facilities. The endless worries over construction completion were never a factor and the resulting surplus was properly predicted by those who had noted Montreal's excess of operating revenues over operating expenditures.
- Financing was challenging, but LAOOC creativity and effective private sector fund raising made it work as never before in Olympic history. The outpouring of support for the Games, in both money and materiel, from the sponsors, suppliers and television rights-holders was beyond the original expectations of all Los Angeles organizers. The concept of a limited number of corporate partners—far less than for any previous Games—provided the impetus for each of the selected companies to put forward their best efforts to make the Games successful.
- The growth of support in Los Angeles and throughout much of the USA via the Citizen's Advisory Commission was an important factor in the early life of the Organizing Committee. Many people who wanted to get involved at an early stage became members of the commission and through their support and dissemination of information within the communities, the LAOOC drew widespread support in its formative years. Those who completed the Olympic orientation

workshop series became very familiar with specific details of the LAOOC's overall program for putting on the 1984 Games.

- The commissioner program was a tremendous success. In addition to bringing in proven management to each sport in the Games, the commissioner system placed each International Federation in permanent touch with the senior executive for the sport three to four years prior to the Games. This gave each IF a chance to educate the commissioner in the nuances (rather than just the broad outlines) of the sport and to allow the commissioner to see enough world and regional championship competitions to develop his own ideas for improvement at Los Angeles. During the Games, the management ability of the commissioners ensured that the sports themselves would run smoothly.
- Competitions and other events staged by the organizers in the pre-Games period proved very useful. Not only did the organizers get to work directly with the sports and personalities that would later be present at the Games, these actual events sharpened the skills and presented the issues and problems that larger-sized events such as the Games would pose. In retrospect, there was no substitute for these hands-on experiences.
- The venue development process, though extremely difficult, was extremely important and very useful. Complete manpower, site and transport plans came out of this process. Although unanimity was not always achieved in the compilation of the plans, the process provided an opportunity for every involved department to plan for its own responsibilities and observe the effect of the planned operations of others at the site.
- The arduous process of changing from a centrally-controlled organization based mainly at one facility to a decentralized operating strategy—known as "venuization" at the LAOOC—was made easier by the important step of recruiting and training the venue management personnel well in advance of any move to the sites. The ability of each site to function in the crucial first days of the LAOOC's exclusive access to that site was a direct reflection of the amount of time which had been spent by the venue management team as a unit prior to the move.
- Attention must be paid to the organizational processes and requirements after the Games had begun. Instructions for the Operations Center and the procedures for venue close-out following the completion of the competitions should have been finished and disseminated well in advance of the flight of centralized staff to the sites for their Games-period assignments.
- The impact on the community must not be forgotten. Although technically only one of the many sectors of endeavor for an Olympic organizing committee, the means by which the attention and interest of the host city and country become fixed upon the Games must be developed in order to assure its overall success. The banners and flags in vibrant colors which draped the city in May and June, the daring Olympic Arts Festival beginning on 1 June and the immense impact of the torch relay were the primary means for the LAOOC to rally the local communities in Southern California and Americans all across the nation and generate a great outpouring of support which completed the ingredients for the success of the Games of the XXIIIrd Olympiad.

The LAOOC also had a vast impact on the Olympic movement. In the late 1970s, when Los Angeles made its successful bid, it accepted a challenge to host the Games in an Olympic world rocked by terrorism, enormous cost overruns and resulting debt and an about-to-occur boycott of the 1980 Games. With these burdens, Los Angeles faced enormous challenges; the future of the Olympic movement was at stake. And Los Angeles succeeded in every area. The Games of the XXIIIrd Olympiad had more National Olympic Committees represented than ever before, were completely self-funding and were incident-free.

The LAOOC had taken to heart Pierre de Coubertin's 1908 dictate that *"the games must be kept more purely athletic; they must be more dignified; more discreet; more in accord with classic and artistic requirements; more intimate, and, above all, less expensive"* and demonstrated that the Olympic movement was still valid in this modern world.

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Growth of the LAOOC and the Organization of the Games: A Chronology

25 September 1977 Approval is given by the USOC for Los Angeles to be the candidate city from the United States to host the Games of the XXIIIrd Olympiad. The Southern California Committee for the Olympic Games (SCCOG) wins the USOC vote in a meeting at Colorado Springs, Colorado.

31 October 1977 IOC President Lord Killanin announces the closure of the application period to host the Games, with Los Angeles the sole bidder.

18 May 1978 During the 80th Session of the IOC in Athens, Greece, a provisional award of the Games is made to Los Angeles, conditioned on the signing of a contract between the IOC and the city of Los Angeles.

31 August 1978 The IOC Executive Board approves a contract between the IOC and Los Angeles, subject to approval by the IOC membership.

7 October 1978 Overwhelming approval of the IOC-Los Angeles contract is made by the IOC members: 75 in favor, three against, six abstentions and one null vote.

12 October 1978 Los Angeles City Council approval is given to the IOC-approved contract.

20 October 1978 Signing of the contract between the IOC and Los Angeles takes place, allowing Los Angeles to host the Games of the XXIIIrd Olympiad from 28 July to 12 August 1984. The signing is held at the White House in Washington, D.C.

7 November 1978 Los Angeles City Charter Amendment N is passed by voters, prohibiting any capital expenditures by the city of Los Angeles on the Olympics that would not, by binding legal commitment, be paid back.

26 January 1979 The LAOOC Board of Directors, consisting of 59 community leaders and activists, is named.

1 March 1979 A contract among the IOC, USOC and the LAOOC is signed at IOC Headquarters in Lausanne, Switzerland.

26 March 1979 Paul Ziffren is selected as chairman and Peter V. Ueberroth as president of the LAOOC.

26 September 1979 A record \$225-million television rights agreement is signed by the American Broadcasting Company and the LAOOC in Nagoya, Japan.

1 February 1980 Harry L. Usher is named executive vice president/general manager, assuming overall operating responsibilities for the Games.

24 March 1980 An agreement is signed by the LAOOC, city of Long Beach and the Southern California Yachting Association for use of the Long Beach Marina as the yachting venue in 1984.

30 April 1980 An agreement is signed with California Sports, Inc. for use of The Forum as the basketball site.

29 May 1980 An agreement is signed with the city of Long Beach securing El Dorado Park as the site of archery in 1984.

11 June 1980 An agreement is signed with the Los Angeles Coliseum Commission for use of the Los Angeles Memorial Sports Arena as the boxing venue in 1984.

10 July 1980 An announcement is made of agreement between the LAOOC and the city of Long Beach for use of the Long Beach Arena for Olympic volleyball and the Long Beach Convention Center Exhibition Hall for fencing.

15 July 1980 A license agreement is signed by the LAOOC with the city of Pasadena for use of the Rose Bowl for Olympic football in 1984.

16 July 1980 The First Official Report of the LAOOC is presented to the International Olympic Committee at the 83rd Olympic Session in Moscow, USSR.

4 August 1980 The official opening of the four-year quadrennial for the XXIIIrd Olympiad takes place. Ceremonies in Los Angeles and New York highlight the event, along with the introduction of the official Olympic symbol, the *Star in Motion* and the Olympic mascot, *Sam the Olympic Eagle*.

The Organizing Committee's first nine sponsors are announced, ushering in a new era in Olympic financing. Named are: Coca-Cola Co., Anheuser-Busch, Inc., McDonald's Corp., Arrowhead Puritas Waters, Inc., Canon USA, Inc., Southland Corp., United Airlines, First Interstate Bank and Dentsu, Inc.

The first LAOOC licensee, Cervantes Neckwear, Inc., is also named.

7 August 1980 A new world-class swimming and diving stadium at the University of Southern California is announced as the site of Olympic swimming in 1984. The facility will be underwritten by the McDonald's Corp.

28 August 1980 The building of a new world-class velodrome to serve as the site of Olympic cycling is announced. The velodrome will be underwritten by the Southland Corp.

19 November 1980 The LAOOC and Los Angeles Coliseum Commission announce that the Los Angeles Memorial Coliseum, site of the 1932 Games, will again host the Opening and Closing Ceremonies in 1984, as well as the athletics competition.

25 November 1980 A new management concept for Olympic sports is announced: the commissioner system. In each sport, experienced business managers will be invited to manage Olympic events, working part-time into 1983, then joining the Organizing Committee full-time 6–12 months prior to the Games.

4 December 1980 The Atlantic-Richfield Company becomes the newest LAOOC sponsor. ARCO will finance seven international-class tracks in the Los Angeles area and help with refurbishment of the Los Angeles Memorial Coliseum.

6–12 December 1980 IOC President Juan Antonio Samaranch and Director Monique Berlioux tour Los Angeles sports facilities and meet with local leaders and Olympic officials.

19 December 1980 Ooh La La, Inc., a manufacturer of cloisonne jewelry, is named as the third LAOOC licensee.

15 January 1981 Announcement of agreements for three more competition venues is made: judo at California State University at Los Angeles; weightlifting at Loyola Marymount University's new Albert Gersten Pavilion; and wrestling at the Anaheim Convention Center.

Sponsorships are announced with Sports Illustrated and the American Express Co.

19 January 1981 The LAOOC names its first "Official Supplier," Brother Industries, Ltd., which will supply the LAOOC with typewriters for the Games.

5 February 1981 California State University at Dominguez Hills is selected as the site for the to-be-constructed Olympic velodrome.

20–25 February 1981 A meeting of the IOC Executive Board is held in Los Angeles.

25 February 1981 An agreement on basic terms is signed by the LAOOC and the University of California, Los Angeles. UCLA's Pauley Pavilion is named as the site of Olympic gymnastics.

12 March 1981 A sponsorship agreement is announced with the Coca-Cola Company/Foods Division, makers of Minute Maid Orange Juice and other products.

26 March 1981 An agreement is signed by the LAOOC and California State University at Fullerton for use of Titan Gymnasium as a site for Olympic handball.

30 March 1981 The LAOOC offices will move onto the campus of UCLA in the summer of 1981. A new, three-story office building will be constructed on the campus and will house the LAOOC from mid-1982 through the Olympic Games.

9 April 1981 A report is made by the LAOOC to the IOC Executive Board. An LAOOC recommendation to include tennis and baseball as demonstration sports is accepted.

23 April 1981 Santa Anita Park is announced as the site for Olympic equestrian events.

30 April 1981 The LAOOC and USOC join to seek legislation in the United States Congress to authorize minting of Olympic commemorative coins.

18 May 1981 The LAOOC and COPAN-83, the organizing committee of the 1983 Pan American Games, sign an agreement of mutual support.

24 June 1981 Bright and Associates is selected to design pictograms for the Olympic Games.

29 June 1981 An agreement is reached to use Lake Casitas as the site of Olympic rowing and canoeing.

9 July 1981 Construction begins on the Olympic velodrome. The open-air facility is slated for completion in mid-1982.

13 July 1981 LAOOC officials Peter Ueberroth, Harry Usher and Glenn Wilson meet with President Ronald Reagan at the White House in Washington, D.C.

Deputy Chief of Staff Michael Deaver is appointed White House liaison to the 1984 Olympic Games.

14 July 1981 Peter Ueberroth, Harry Usher, USOC President William Simon and Executive Director F. Don Miller testify before a hearing of the Senate Banking Committee on the proposed Olympic commemorative coins.

30 July 1981 Moochie's Team Outfitting Co. of Los Angeles is announced as the LAOOC's fourth licensee. The company will manufacture stadium seat cushions.

10 August 1981 An agreement is announced between the LAOOC and the city of Los Angeles for use of the Los Angeles Convention Center as the Main Press Center during the Games.

18 August 1981 The LAOOC and General Motors announce a new sponsorship agreement with the Buick Motor Division, which will supply the "Official Automobile" of the Games.

2 September 1981 Levi Strauss joins the LAOOC's sponsorship family as the "Official Outfitter" of the Games.

15 September 1981 An agreement is announced between the Los Angeles Dodgers, Inc. and the LAOOC, placing the 1984 Olympic baseball tournament in Dodger Stadium.

16 September 1981 The LAOOC announces that the Converse Rubber Co./Allied Corporation will be a sponsor of the 1984 Games and will provide the "Official Athletic Shoe."

23 September–1 October 1981 The 11th Olympic Congress and 84th IOC Session are held at Baden-Baden, Federal Republic of Germany.

The LAOOC presents its Second Official Report to the IOC on 1 October.

13 October 1981 ABC Publishing is granted rights to publish the "Official Olympic Guide to Los Angeles."

1 November 1981 LAOOC marks 1,000 days to go before Opening Ceremonies.

9 November 1981 An agreement is announced with the California Museum of Science and Industry, providing the LAOOC with additional parking spaces in the Coliseum and Exposition Park area. The Organizing Committee also announced it will spend \$800,000 to repair and renovate existing areas in Exposition Park.

18 November 1981 An announcement is made of a sponsorship agreement with the Westinghouse Electric Corp. Westinghouse will provide the "Official Office Furniture" of the Games, while affiliated companies Longines-Wittnauer/Swiss Timing will be the "Official Watches and Clocks" and "Official Timekeepers;" and Perrier will be the "Official Mineral Water" of the 1984 Games.



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- 1 At a 28 August 1980 news conference, it is announced that an Olympic velodrome is to be built at California State University at Dominguez Hills.
- 2 The LAOCOC symbol, the Star in Motion and mascot Sam the Olympic Eagle are introduced on 4 August 1980.
- 3 The announcement of the construction of a new world-class swimming and diving stadium at USC is made 17 August 1980. Funding was provided by the McDonald's Corporation.
- 4 LAOCOC President Peter V. Ueberroth (center), IOC Director Monique Berlioux (right) and IOC President Juan Antonio Samaranch take a venue tour in December 1980, including this stop at the Coliseum.

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9 Olympian John Naber (right), McDonald's mascot Ronald McDonald and LAOOC mascot Sam the Olympic Eagle help break ground for the new Olympic Swim Stadium on the campus of USC on 30 December 1987.

5 President of the FEI, H. R. H. Prince Philip, The Duke of Edinburgh, tours the equestrian sites on 25 September 1982.

6 Ground breaking ceremonies for Coliseum improvements are held on the 59th birthday of the stadium on 17 April 1982.

7 Representatives of the International Federations meet with the IOC Executive Board on 17 February 1982 in Pasadena, California.

8 Ronald Reagan, president of the United States (left), accepts IOC President Juan Antonio Samaranch's invitation to open the Games in 1984. With them in the 29 January 1982 meeting is LAOOC President Peter V. Ueberroth (right).

1 December 1981 First-time radio rights are granted for the Olympic Games, ABC Radio acquires exclusive U.S. rights (excepting Spanish language rights) and will serve as host coordinating broadcaster for world-wide radio.

3 December 1981 An announcement is made of the sale of television rights to the 32-nation European Broadcasting Union for approximately \$19.8 million.

8 December 1981 An announcement of official Olympic hotels, with more than 15,000 rooms committed for LAOOC use in 1984 to house Olympic Family members (IOC, NOCs, IFs, press, sponsor representatives) is made.

9 December 1981 The United States Senate approves the Olympic Coin Program by voice vote. The bill had previously been voted out of the Senate Banking Committee by a 14-0 vote on 15 October.

11 December 1981 Fuji Photo Film Co., Ltd. becomes the LAOOC's sponsor for "Official Photographic Products." Fuji will also service credentialed photographers in regard to development of film in 1984.

30 December 1981 Ground-breaking ceremonies for the Olympic Swim Stadium are held at the University of Southern California, site of the new facility.

4 January 1982 Molten Rubber Industry Co., Ltd. is announced as the supplier of the "Official Basketball" of the Games.

6 January 1982 A sponsorship agreement with the Sanyo Electric Corporation is announced at Caesar's Palace Hotel in Las Vegas, Nevada. Sanyo will manufacture the "Official Video Products of the Games."

8 January 1982, Dedication ceremonies are held for the newly-completed Albert Gersten Pavilion on the campus of Loyola Marymount University, site of weightlifting in 1984.

22 January 1982 Easton Aluminum, a world leader in the manufacture of arrow shafts for competitive archery, is announced as an LAOOC licensee. Easton's commitment includes funding for youth archery ranges and development programs in excess of \$325,000. The site for the first range will be the Cheviot Hills Recreation Center.

29 January 1982 A White House meeting among U.S. President Ronald Reagan, IOC President Juan Antonio Samaranch and LAOOC President Peter V. Ueberroth is held. Reagan accepts Samaranch's invitation to open the Games in 1984.

Groundbreaking ceremonies are held at California State University at Los Angeles for the first of six Olympic training tracks to be installed prior to the 1984 Games. Present was IAAF President Primo Nebiolo. A "Reclaflex-S" surface will be installed by the Rekortan Sports Corporation.

1 February 1982 A joint announcement by the IOC, LAOOC and Network Ten/Australia details a television rights agreement of \$10.6 million for exclusive TV rights to the Games for Australia.

1-7 February 1982 Week-long meetings of the IOC Executive Board, IOC Commissions and International Federations are held in Los Angeles at Pasadena's Huntington-Sheraton Hotel. At the final news conference, IOC President Juan Antonio Samaranch states that he is convinced that the Games will be "impeccably organized." Included in the program are meetings of the IOC Executive Board, IOC Medical and Press Commissions, a meeting of the International Federations and a meeting between the IOC Executive Board and the International Federations.

2 February 1982 Pepperdine's Raleigh Runnels Memorial Pool is announced as the site for water polo for the 1984 Games. The announcement, made at Pepperdine, is attended by FINA President Ante Lambasa.

2 March 1982 Olympic venues for modern pentathlon and shooting are announced at Coto de Caza and Coal Canyon, respectively. Shooting events will be held on a to-be-constructed \$18-million facility to be financed privately.

9 March 1982 Analytical drug testing facilities will be installed at the University of California, Los Angeles. The complete analytical laboratory needs of the Games will be handled there under the supervision of the UCLA Medical School and Department of Pharmacology. The main lab facilities will be located in the Louis Factor Health Sciences Building in the UCLA Center for the Health Sciences.

5 April 1982 Campagnolo-USA, Inc. is named "Official Supplier of Technical Assistance" for the 1984 cycling events. The Houston-based company and Italian parent will supply equipment, parts, tools and technicians to assist competitors in 1984.

7 April 1982 A combination groundbreaking and 59th birthday party are held at and for the Los Angeles Memorial Coliseum. LAOOC improvement programs, funded by ARCO, including public address, dressing room, electrical and sewer improvements are also detailed. The LAOOC will install a new Hi-Play systems grass field as well as a new world-class running track.

14 April 1982 An announcement is made that names East Los Angeles Community College as the site of hockey in 1984. The announcement includes a demonstration of the sport.

24 April 1982 The first of two new junior archery ranges, at the Cheviot Hills Recreation Center, is dedicated.

30 April 1982 Edgar N. Best is appointed LAOOC's Director of Security.

14 May 1982 A working group from the Association of National Olympic Committees (ANOC) visits the LAOOC to examine preparations. An announcement of the first nine Olympic attaches is also made.

20 May 1982 The US. House of Representatives passes a commemorative coin program for the 1984 Games by a 302-44 margin. The program calls for three coins to be issued, one in 1983 and two in 1984.

21-23 May 1982 The initial Olympic Youth Sports Festival is held at California State University at Los Angeles (CSULA). Competition for youth takes place in archery, athletics, gymnastics and synchronized swimming.

The athletics competition is held on the new training track installed at CSULA. Dedication ceremonies are held immediately prior to the competition, a regional championship of the ARCO Jesse Owens Games.

26 May 1982 It is announced that the University of California, Santa Barbara will serve as satellite housing during the Games for the expected 1,200 rowing and canoeing competitors.

27 May 1982 The LAOOC gives its Third Official Report to the International Olympic Committee at the 85th IOC Session in Rome, Italy. The LAOOC announces that it would accept inclusion of the K-4 canoeing event for women in 1984, as well as an agreement with FIFA to play preliminary football competitions on four separate fields. In Rome, the LAOOC also reports to the Medical and Press Commissions.

23 June 1982 The Times Mirror Company becomes the sponsor of the 1984 Olympic Arts Festival, the cultural component of the Games of the XXIIIrd Olympiad.

1 July 1982 The U.S. Senate approves the Coin Program Bill passed by the House of Representatives.

8 July 1982 The newly-completed Olympic velodrome at California State University at Dominguez Hills is dedicated. USA Olympic gold medalists Eric Heiden and Sheila Young Ochowicz take the first official lap in the new facility.

9-10 July 1982 The first event in the velodrome, the 7-Eleven/Bicycling Magazine Grand Prix, takes place before overflow crowds of 3,000 and 4,000.

12 July 1982 Television rights sales are announced to TV New Zealand (\$500,000) and to the Kanlaon Broadcasting System for the Philippines (\$400,000).

22 July 1982 U.S. President Ronald Reagan signs into law the congressionally-approved Olympic Commemorative Coin Program. Public Law No. 97-220 authorized the minting of up to 52 million coins: 50 million in silver dollars and two million 10-dollar gold pieces.

9 August 1982 The LAOOC moves into its new offices at 10945 LeConte Avenue on the southern edge of the UCLA campus. The three-story building was completed on time as a joint effort of the University and the Organizing Committee.

13 August 1982 Xerox Corporation is announced as an "Official Sponsor" of the Games. Xerox will supply photocopiers and telecopiers for use in 1984.

8 September 1982 The LAOOC's Envoy Program, modeled after the Sports Commissioner Program, is announced. Envoys will be selected by the LAOOC from qualified U.S. citizens in the Southern California area to serve as liaisons with Olympic attaches and National Olympic Committees around the world.

13 September 1982 Joint announcement is made that the internationally-known film exposition FILMEX will present a special sports film festival in 1984, just prior to the beginning of the Games. The festival will feature a 50-hour marathon of features and shorts using sport as a metaphor for the human condition and a complete retrospective on past official Olympic films.

15 September 1982 The LAOOC exercises its option and terminates its agreement with Coal Canyon and begins examination of possible sites for the shooting competition in 1984.

An LAOOC team attends a meeting of secretaries-general from European National Olympic Committees in Moscow, USSR, and comments upon the Association of National Olympic Committees' working group report compiled in May.

22-25 September 1982 The Federation Equestre Internationale (FEI) Bureau meets in Los Angeles and tours the sites for equestrian competition during the Games. Led by its president, H.R.H. Prince Philip, Duke of Edinburgh, the bureau examines Santa Anita Park and Fairbanks Ranch (a possible site for the speed and endurance competition of the three-day event). During the bureau meeting, it is agreed that the final day of jumping will be held at Santa Anita Park, where a single-ring stadium will be constructed.

29 September 1982 ARA Services, Inc., one of the world's largest service management companies, is announced as an LAOOC sponsor. ARA will plan and implement the massive food service program required for Olympic athletes and team officials in 1984, as well as carry out all facets of athlete and team official transportation.

The American Telephone & Telegraph Company and Pacific Telephone & Telegraph are announced as LAOOC sponsors and "Official Sponsor of the 1984 Olympic Torch Relay." Included

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in the agreement are AT&T, PT&T, AT&T Directory Services, AT&T Long Lines Division and Western Electric Company. State-of-the art Bell System technology will be on display during the Games to provide new dimensions in communications for the worldwide news media and Olympic staff.

4 October 1982 An announcement is made that the LAOOC has commissioned a new piece of sculpture by Los Angeles artist Robert Graham to decorate the peristyle area of the Los Angeles Memorial Coliseum. Installation is expected in June 1984.

28 October 1982 An agreement is signed between the city of Los Angeles and the LAOOC, guaranteeing that local taxpayers will not have to bear Olympic-related city costs.

A private study commissioned by the LAOOC reveals that the 1984 Olympic Games will pump more than \$3.3 billion into the Southern California economy. Economic Research Associates, an independent research and consulting firm, estimates a direct impact of \$949 million in the local area and an induced impact of \$2.37 billion.

29 October 1982 The International Festival of Masks will take place on 20-22 July 1984 as part of the Olympic Arts Festival. The exhibition of international masks will run from 20 July to 12 August at the Craft and Folk Art Museum.

6 December 1982 Refurbishment of the East Los Angeles College (ELAC) Stadium through a grant from the Weingart Foundation is announced. The Weingart Foundation, a non-profit philanthropic corporation, commits \$3.2 million to the project which will ready the ELAC Stadium for hockey during the 1984 Games as well as improve the ELAC auditorium.

Motorola Communications & Electronics, Inc. is named as an official sponsor in the area of radio communications equipment.

15 December 1982 Details of the LAOOC's ticket distribution plan are made public. Under the program, public orders will be filled on a first-come, first-served basis, with ticketholders for oversubscribed events selected through a computer-controlled random draw. A special Olympic Patron Program, designed to bring 100,000 disadvantaged youth, handicapped and senior citizens to the Games while offering premium seating, is also announced.

Two major exhibitions, "The Automobile and Culture" and "In Context," are announced as features of the Olympic Arts Festival. They will be presented by the Museum of Contemporary Arts in partnership with the LAOOC.

16 December 1982 Transamerica Corporation is named in San Francisco, California as an official sponsor in the areas of insurance and rental cars.

Transamerica's insurance and Budget Rent-A-Car subsidiaries will provide services to help support the staging of the 1984 Games.

11 January 1983 The 15 official fine arts posters are unveiled during a gala reception at the Los Angeles Municipal Art Gallery in Barnsdall Park. Thirteen of the 16 artists who produced posters attended the event, along with arts and community leaders.

M & M/Mars is designated an official sponsor and producer of the "Official Snack Foods" of the Games.

14-21 January 1983 Five hundred sixty delegates from 141 nations gather in Los Angeles for the 22nd meeting between the IOC Executive Board and the National Olympic Committees. Included in the program were meetings of the IOC's Olympic Movement, Press and Television commissions, as well as the Second General Assembly of the Association of National Olympic Committees.

The IOC and the LAOOC agree on a villages' pricing structure that will charge delegates \$35 per day, and IOC approval (subject to FIFA confirmation) is given to preliminary football sites in Annapolis, Maryland, Boston, Massachusetts and Stanford, California. The LAOOC also organizes a demonstration of rhythmic gymnastics and synchronized swimming at the Beverly Hills High School Swim-Gym and entertains 431 delegates with "in-home" dinners at 53 Southern California residences.

Among the highlights is the presentation of medals to the family of 1912 Olympic pentathlon and decathlon winner Jim Thorpe on 18 January, following an October 1982 IOC Executive Board decision to reinstate his amateur status.

26 January 1983 Exclusive television rights are awarded to the Los Angeles Olympic Japan Pool (LAOJP) for \$18.5 million. The LAOJP is composed of the National Japanese Network (NHK) and the National Association of Commercial Broadcasters, representing more than 100 broadcast organizations.

2 February 1983 The Levi's Olympic Children's Art Project is unveiled, with more than 300,000 youngsters in grades kindergarten-sixth expected to participate. An awards fund of \$70,000 to bolster school art programs will be distributed based on participation in the program.

19 February 1983 LAOOC Chairman Paul Ziffren announces that the LAOOC's Citizens Advisory Commission has reached the overall membership goal of 3,000. Persons still interested in assisting in the Games are urged to apply for volunteer staffing positions.

28 February 1983 It is announced that the first United States appearance of the Royal Opera of London's Royal Opera House, Covent Garden will be made during the Olympic Arts Festival. The Royal Opera will give 11 performances in Los Angeles, all at the Dorothy Chandler Pavilion.

2 March 1983 An agreement is announced among the LAOOC, Los Angeles Raiders professional American football club and the Los Angeles Coliseum Commission regarding use of the Raiders' proposed "luxury boxes" in the Los Angeles Coliseum. Under the agreement, if the boxes are built the LAOOC will occupy 166 of the 174 boxes during the Games in return for a rental fee of \$3 million.

4 March 1983 LAOOC President Peter V. Ueberroth states clearly the Organizing Committee's policy concerning government monies and the 1984 Games: "Any government services we request, we will pay for, but we will not pay for services we do not order."

Ueberroth notes the positive aspects of the Games, which include \$3.3 billion in economic benefits to the Southern California area, the most comprehensive arts festival ever staged in the United States, numerous physical facilities and improvements and a strong youth program.

5-6 March 1983 Eighty-four members of the LAOOC's Olympic Spirit Team gather for initial meetings in Los Angeles. Ranging in age from 23 to 91, the group attends orientation meetings, tours venue sites and is involved in community youth events.

15 March 1983 The Olympic Torch is lit at the Los Angeles Memorial Coliseum in tribute to the late Hungarian sports leader Dr. Arpad Csanadi, who died on 7 March. Csanadi was the Secretary General of the Hungarian NOC, the IOC member in Hungary and the Honorary Sports Director of the IOC. The LAOOC is represented at Csanadi's 16 March funeral in Budapest by Vice President/Sports Charles G. Cale.

Southern Pacific Company is named an official sponsor in a joint announcement in Los Angeles. Southern Pacific will provide financial support for the Games and for a special civic project.

16 March 1983 It is announced that the LAOOC will stage seven 1983 events at Olympic venues. Events will include the III FINA World Water Polo Cup in May, an international cycling invitational in July, an international swimming competition in July, the II American Cup of Synchronized Swimming in August and regattas for rowing and canoeing at Lake Casitas in September.

21 March 1983 The Los Angeles Beautiful-LAOOC Olympic Youth Beautification Program is launched at Roosevelt High School. The program will be funded by royalties and other proceeds from sales of Armstrong Nurseries' "Olympiad," the official rose of the 1984 Olympic Games.

21-28 March 1983 The 86th session of the International Olympic Committee is held in New Delhi, India. The LAOOC makes its Fourth Official Report to the IOC on 26 March.

During the session, it is agreed that boardsailing will be included in the Games, that six teams will participate in the demonstration sport of baseball and that the demonstration tennis events would consist of 32-player singles competitions for men and women, open to all players 20 years and younger, regardless of status. IOC President Juan Antonio Samaranch agrees to exhibit his collection of Olympic philately as a part of the Olympic Arts Festival.

Additionally, the FIFA gives final approval to the LAOOC's preliminary football sites at Annapolis, Boston and Stanford.

24 March 1983 An announcement is made that the world-renowned Les Ballets Africains dance troupe from the People's Revolutionary Republic of Guinea will perform during the Olympic Arts Festival. The five scheduled Los Angeles performances will be the first for Les Ballets Africains in the United States in 13 years.

14 April 1983 The First Interstate Bank Olympic Youth Art Contest for students in grades 7-12 opens. Students in 12 western states will compete in two divisions for district, county, state and grand prizes. Scholarship awards will be given to the grand prize winner, runner-up and third-place finisher.

22 April 1983 An announcement is made of television rights sales to the 43-nation Union of Radio and Television Organizations of Africa (URTNA).

26 April 1983 An agreement is reached between the LAOOC and the Ventura County Board of Supervisors for reimbursement of Olympic-related costs for services requested and provided by the county.

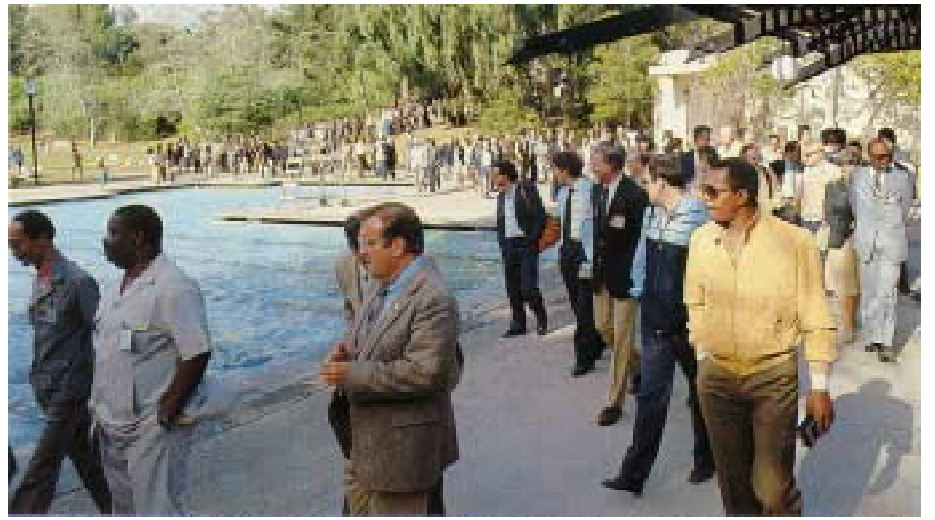
29 April 1983 The LAOOC, along with the United States Olympic Committee, files suit in the U.S. District Court in Los Angeles against local ticket broker Murray's Tickets for unauthorized use of Olympic symbols. The action also seeks to have the court stop Murray's from falsely representing that it has Olympic tickets.

3 May 1983 An announcement is made that a major international loan exhibition of 120 French Impressionist landscape paintings, including 45 from the Louvre, will be one of the major cultural components of the 1984 Olympic Arts Festival. The exhibition, entitled *A Day in the Country: Impressionism and the French Landscape*, will be on view at the Los Angeles County Museum of Art on 28 June 1984 through 16 September 1984.

7 May 1983 The first of the LAOOC's LA83 summer sports events, the III FINA World Water Polo Cup, begins at Pepperdine University. Continuing through 14 May, the round-robin



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- 10 On 21 January 1983, 560 delegates from 141 nations gather in Los Angeles for the 22nd meeting between the IOC Executive Board and the National Olympic Committees.
- 11 A highlight of the meetings between the IOC Executive Board and the NOCs in January 1983 is the return of Olympic medals to the family of Jim Thorpe, 1912 Olympic pentathlon and decathlon winner.
- 12 NOC delegates tour the UCLA village on 21 January 1983.
- 13 Los Angeles Mayor Tom Bradley helps launch the LAOOC Youth Beautification Program at Roosevelt High School on 12 March 1983.

Growth of the LAOOC and the Organization of the Games: A Chronology



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14 A ceremonial lighting of a flame starts the Olympic Torch Relay in New York.

15 A five-kilometer run begins the ceremonies for dedication of a new training track, funded by ARCO, at Birmingham High School.

16 It is announced on 25 November 1983 that for the first time in Olympic history, the organizing committees for the 1984 Winter and summer Olympic Games will join forces and resources to produce a medalion commemorating both Games and the friendship between the people of the host cities.

17 A limited, signed edition of Olympic fine arts posters are presented to U.S. President Ronald Reagan and First Lady Nancy Reagan (left) on 7 May 1983, by LAOOC Olympic Arts Festival Director Robert J. Fitzpatrick and Vice President of Communications Michael O'Hara (right).



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tournament brings the world's top eight teams to the site of the 1984 Olympic water polo competition.

A new training track, funded by ARCO, is dedicated at Birmingham High School. Ceremonies include a five-kilometer run and the renaming of the school's athletic facility as Tom Bradley Stadium. The dedication also culminates Birmingham High School's "Olympic Awareness Week."

The "Olympic Neighbor" community of Long Beach holds a membership kickoff meeting, with Olympic gold medalists Pat McCormick (diving, 1952 and 1956) and Tommie Smith (athletics, 1968) participating. Long Beach is the first community to officially join the LAOOC's new Olympic Neighbor Program.

18 May 1983 Exclusive television broadcasting agreements are signed between the LAOOC and the Canadian Broadcasting Corporation (CBC) and the Latin American Broadcasting Organization (OTI). The agreements provide that the CBC and OTI will purchase the exclusive over-the-air rights to the Games for \$3 million and \$2.15 million, respectively, one third of which will be paid to the IOC.

20 May 1983 An agreement in principle is reached between the LAOOC and Orange County for reimbursement for all Orange County costs, including security.

Windsurfing International, Inc. and the LAOOC announce the signing of a license agreement between Windsurfing International and Windglider, guaranteeing inclusion of two boardsailing events in the Games.

31 May 1983 At a meeting of the IOC Executive Board and the General Assembly of International Sport Federations in Lausanne, Switzerland, the LAOOC reports on preparations for congresses, accommodations and transportation of the International Federations.

2 June 1983 IBM is announced as the official personal computer and office systems sponsor for the Games. The company is providing IBM personal computers, IBM multi-function word processor Display writer systems, an IBM Sytem/38 general purpose computer and other equipment.

4 June 1983 The second Olympic Youth Sports Festival is held at California State University of Los Angeles, with 3,000 Southern California boys and girls in attendance. Sports include archery, judo, synchronized swimming and athletics.

8 June 1983 The LAOOC, Los Angeles Turf Club, Inc., and Watt Industries/San Diego Inc. announce the Fairbanks Ranch Country Club in San Diego County will host the middle day of the three-day endurance event in the Games.

14 June 1983 More than 5.5 million tickets to the 1984 Olympic Games go on sale throughout the United States. Ticket mail order forms are available at Sears, Roebuck and Co. stores nationally, First Interstate Bank branches in Southern California and Manufacturers Hanover Trust branches in the greater New York metropolitan area.

20 June 1983 Initial processing of the 1984 Olympic ticket orders begins at a First Interstate Bank facility. On this day, the LAOOC had received approximately 100,000 orders and 40,000 telephone calls to the information number listed in the ticket brochure. Between 1.2 million and 1.5 million of the seven million brochures available in the United States had been distributed.

21 June 1983 The Prado Recreation Area in San Bernardino County is named shooting site for the Games. The 50-acre site near Chino is chosen because of its location, about an hour's drive east of Los Angeles, and on the prospect of a permanent shooting facility for Southern California.

30 June 1983 It is announced that the LAOOC will move its operations headquarters to a 180,000-square-foot facility in Culver City by late summer.

1 July 1983 Official invitations from the LAOOC to the recognized National Olympic Committees in 151 countries are hand-canceled and mailed at the Worldway Postal Center in Los Angeles. U.S. Olympic medalists Anita DeFrantz and Bob Seagren join U.S. Postal Service officials for the mailing.

8 July 1983 Cyclists from around the world compete in the Murray/7-Eleven International Cycling Invitational at the Olympic velodrome. The event, on 8-9 July, is the second of the LA83 events.

14 July 1983 Some of the world's top swimmers match skills at the LA83 McDonald's International Swimming Meet. The four-day event includes swimmers from 20 countries and is the first competitive use of the new Olympic Swim Stadium at USC.

15 July 1983 Announcement is made that the Chengdu Acrobatic and Magic Troupe from the People's Republic of China will travel to the United States for the first time to perform in the 1984 Olympic Arts Festival. The troupe, based in Sichuan Province, features acrobats, magicians and clowns.

19 July 1983 Olympic Arts Festival officials announce that up to eight Los Angeles theater productions will be presented during the summer of 1984 as a central part of the Festival. The Olympic Arts Festival will provide \$100,000 that will be divided among the theaters selected by recommendation of a panel.

21 July 1983 More than 60 Olympians gather at a press reception at LAOOC Headquarters in Westwood to officially introduce the Olympic Spirit Team to members of the media.

28 July 1983 LAOOC marks one year to go before Opening Ceremonies.

Details of the 1984 Olympic Torch Relay are revealed in simultaneous press conferences in New York and Los Angeles. The journey will last approximately 80 days, covering thousands of kilometers between New York City and Los Angeles, and is expected to raise millions of dollars for youth sports in America.

5-7 August 1983 The LA83 Sunkist American Cup II Synchronized Swimming Championship begins at the Olympic Swim Stadium.

16 August 1983 Groundbreaking ceremonies for the 1984 Olympic shooting site at the Prado Recreational Area are held.

18 August 1983 David L. Wolper, an internationally renowned filmmaker who brought *Roots* to television screens throughout the world and produced the 1972 documentary *Visions of Eight*, is named commissioner and executive producer of ceremonies for the Games.

27 August 1983 Action begins in the 1983 McDonald's International Gymnastics Championships at Pauley Pavilion, as gymnasts from 13 countries, including the top U.S. Olympic hopefuls, start competition.

12 September 1983 The Southern California Rapid Transit District (RTD) and the LAOOC announce that sales of bus tokens bearing the Olympic symbols will enable the RTD to fully fund special bus lines for spectators attending the Games. Sales are expected to generate at least \$3 million, allowing the addition of 475 buses.

An agreement is reached between the LAOOC and the city of Monterey Park on payment for Olympic-related security costs.

22-25 September 1983 Lake Casitas in Ventura County is the site of the Foster Farms Lake Casitas International Regatta. More than 400 rowers and canoeists participate in the event.

27 September 1983 After meetings in Washington, D.C., with congressional leaders and Assistant to the President Michael K. Deaver on preparations for the upcoming Games, LAOOC President Peter V. Ueberroth states: *"The exclusion of any invited nation from the 1984 Olympic Games in Los Angeles is clearly not an option of the host country. The Games were awarded to Los Angeles on condition that all eligible nations would be welcome in our country. It is important to remember that the Games do not belong to the United States just because they are taking place on our soil. The Games belong to the world."*

2 October 1983 Dedication ceremonies for the new world-class track in the Los Angeles Memorial Coliseum are held with LAOOC and ARCO officials presiding. The ceremonies are preceded by the completion of the Coliseum Invitational 10-kilometer run.

19-22 October 1983 The best archers in the world converge on El Dorado Park in Long Beach for the XXXIInd Archery World Championships. The event is the last of the LAOOC-hosted LA83 competition.

24 October 1983 The LAOOC hosts its Olympic sponsors at the Sheraton Grande Hotel in downtown Los Angeles. The three-day meeting, with more than 300 representatives of 30 Olympic sponsors and 59 licensees in attendance, focuses on the solidification of Olympic corporate sponsors plans for 1984.

It is announced that a federal court judge has entered a stipulated final judgment that precludes Mervyn's, a Northern California-based department store chain, from selling its recently-developed line of Olympic-themed merchandise.

5 November 1983 The Los Angeles Raiders professional American football team announces it is postponing construction of luxury boxes on the Coliseum rim until after the Olympics. As reasons, team officials cite court delays in ruling on appeals of the legal decisions allowing the teams' move to Los Angeles and uncertainties as to whether they could complete construction in time for the Games.

10 November 1983 The U.S. House of Representatives unanimously approves a resolution recognizing *"the right of every individual eligible under the rules of the International Olympic Committee to participate in the (Los Angeles Games)."*

18 November 1983 LAOOC President Peter V. Ueberroth announces that Soviet sports leaders are planning to visit Los Angeles during the first week of December to make final preparations for the Soviet team to compete in the Games.

25 November 1983 An announcement is made that for the first time in Olympic history the organizing committees for the 1984 Winter and Summer Olympic Games will join forces and resources to produce a medallion commemorating both Games and the friendship between the people of the host cities.

28 November 1983 The LAOOC's request to include two events for wheelchair-bound competitors in the 1984 Games wins preliminary approval from the IOC and the International Amateur Athletic Federation (IAAF).

29 November 1983 LAOOC Chairman of the Board Paul Ziffren is appointed to the Court of Arbitration for Sport by IOC President Juan Antonio Samaranch.

1 December 1983 The Los Angeles Olympic Committee-UCLA Analytical Laboratory becomes only the eighth laboratory in the world, the first in the United States to receive accreditation from the IOC. The laboratory will be used for doping control tests at the Games.

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7 December 1983 LAOOC concludes a week-long visit by 13 Soviet Olympic officials. USSR NOC President Marat Gramov states that the Soviets will announce their decision whether to attend the Games no later than 2 June 1984, in accordance with the Olympic Charter.

12 January 1984 The program and ticket brochure for the 10-week, 400-event Olympic Arts Festival was announced in Los Angeles. Beginning 1 June and continuing through the end of the Games on 12 August, 76 companies will comprise one of the largest arts undertakings of all time. A total of 1,200,000 ticket brochures are scheduled to be distributed, with the average ticket price set at \$16.

24 January 1984 The Los Angeles County Board of Supervisors approved an agreement involving security costs incurred by the county sheriff's office regarding the Games. In addition to the \$2.3 million payment for basic security services by the sheriff, the LAOOC agreed to improvements in Exposition Park totaling \$1.8 million. New irrigation, landscaping, lawns, lighting systems, recreational equipment, rest-rooms and signs will be installed, along with parking lot and roadway improvements and repairs.

25 January 1984 A seven-person delegation from the NOC of the People's Republic of China concluded a lengthy visit to Los Angeles and meetings with the LAOOC. A team of more than 300 Chinese will come to Los Angeles, a stark contrast to the two-person delegation to the Games of the Xth Olympiad in 1932. Chen Xian, vice president of the Chinese NOC noted that "wherever we visited, we were showered with warm welcomes. All this convinces us that the XXIIIrd Olympiad will be a great success."

6 February 1984 The Fifth Official Report to the International Olympic Committee is presented by the LAOOC. The report was made during the course of the 87th Session of the IOC at Sarajevo, Yugoslavia. The LAOOC also reported to the Press and Television commissions.

9 February 1984 Final approval was given by the International Amateur Athletic Federation (IAAF) to hold two events for wheelchair-bound athletes as exhibition events on 11 August, during the final full day of athletics competition at the Games. Since IOC approval had already been given, the approval by the international federation for athletics completed the procedures necessary for inclusion of an 800-meter race for women and 1,500-meter race for men.

23 February 1984 Distribution of more than 500,000 handbooks for youths began in grades four to eight at Beethoven Elementary School in Venice, California. The 176-page books document the history and tradition of the Games and will be distributed to libraries and to youngsters in Los Angeles, Orange and Ventura county schools. The handbooks are a joint effort of the LAOOC and the Junior League of Los Angeles, Inc.

28 February 1984 The unique Look of the 1984 Olympic Games was unveiled as an alliance of designers, artists and architects presented a festive montage of vibrant colors and bold forms which will reflect the cultural diversity of Los Angeles as well as the international spirit of the Games. Fabric structures and scaffolding will be combined with painted cylindrical columns, miles of fence fabric and ceremonial backdrops in hot colors such as magenta, vermillion and chrome yellow in a playful pattern to inspire a look called "festive federalism."

1 March 1984 The LAOOC received notification from the United States Department of State of the denial of the visa application of Oleg Yermishkin, nominated by the USSR NOC to serve as Olympic attache. LAOOC President Peter Ueberroth communicated the visa denial to the USSR NOC via telex and expressed his hope that another person would be nominated as soon as possible.

6 March 1984 The official sports artist of the 1984 Olympic Games, Ernie Barnes, previewed five sports posters commissioned by the LAOOC and the Los Angeles Area Chamber of Commerce. Posters depicting athletes in athletics, basketball, boxing, gymnastics and "The Neighborhood Game" were shown and will be distributed through retail outlets in signed and unsigned editions. Barnes' association with the Games will include a series of talks with students at local schools.

10 March 1984 The Angelita, a gold-medal winning yacht from the 1932 Olympic Games will lead all boats into the Olympic harbor as flagship for the 1984 Olympic yachting competition. Owen Churchill, who skippered the yacht to the victory in 1932 was present at the announcement, along with crew members John E. Biby, Jr. and Richard F. Moore.

20 March 1984 Accord on the transfer of the Olympic flame from the National Olympic Committee of Greece to the LAOOC was announced. The LAOOC agreed to end the acceptance of contributions for participation in the Youth Legacy Kilometer program on 10 April and the Hellenic Olympic Committee will transfer the flame to the LAOOC in early May at Olympia, Greece.

28 March 1984 The final route of the Olympic flame was unveiled, including passage through 33 states and the District of Columbia. The 15,000 kilometer route (9,000 miles) will pass through 41 of the USA's largest cities and more than 1,000 smaller communities. Contributors to the Youth Legacy Kilometer program will run or designate the runner for nearly 4,000 kilometers with cadre runners selected by Olympic Torch Relay sponsor AT&T carrying it the rest of the way.

2 April 1984 The LAOOC opens its community relations office in Exposition Park, serving the south-central Los Angeles area. Designed to serve as a center for Olympic-related information and coordination of programs, the Exposition Park office will serve to enhance community involvement in the Games.

4 April 1984 A supplemental security agreement for \$1.825 million with the Los Angeles County Sheriff's office was announced by the LAOOC. The sheriff's office will coordinate security aspects of athlete transportation during the Games.

IOC President Juan Antonio Samaranch and LAOOC President Peter Ueberroth concluded a two-day meeting in San Juan, Puerto Rico. It was announced that the Association of African NOCs would hold its pre-Olympic meeting in Los Angeles and that the Closing Ceremonies of the 1984 Games, rather than the Opening Ceremonies of the 1988 Games, would include the transfer of the 1920 Antwerp flag to the mayor of Seoul, Korea, site of the 1988 Olympic Games.

10 April 1983 Competition begins at the newly-constructed Prado Recreational Area Shooting Range near Chino, California. More than 500 athletes from 50 countries registered for competition on five new ranges in 11 Olympic events. The range worked well throughout the seven-day event and proved itself ready for Olympic shooting competitions in the summer. The LAOOC also announced a \$200,000 contribution to the beautification of Pershing Square, across the street from the Biltmore Hotel-site of the 88th Session of the International Olympic Committee later in 1984. The contribution was made to the Pershing Square Redevelopment Project, a privately sponsored fund, and was used to complete first-phase landscaping in time for enjoyment by visitors to Los Angeles during the Games period.

14 April 1984 The first of five Olympic Youth Jamborees was held at Manual Arts High School with 1,500 young participants competing in seven events. The opening ceremony featured the lighting of a jamboree flame which burned throughout the day. Four subsequent jamborees were held in the South Bay area, the San Fernando Valley, Ventura County and East Los Angeles.

Los Angeles Mayor Tom Bradley declared 14 April as "Olympic Spirit Team Day" in the city and presented commendations to Spirit Team members in recognition of their support of the Olympic movement and their promotion of Olympic ideals among youth.

19 April 1984 Additional sales of exclusive television rights to nations in Asia and the Caribbean brought the record total of nations with viewing rights to 146. Included in the latest round of rights sales were the People's

Republic of China, Malaysia, South Korea, Chinese Taipei and nations represented by the Asian Broadcasting Union and the Caribbean Broadcasting Union.

24 April 1984 A special LAOOC delegation led by President Peter V. Ueberroth met with the leadership of the IOC and of the NOC of the USSR to resolve remaining difficulties which might prevent the attendance of the USSR at the Games. The parties agreed on a resolution which noted the measures to be taken to satisfy the Soviet requests.

2 May 1984 The draw for team pairings in the Olympic football tournament took place at the Huntington-Sheraton Hotel in Pasadena under the auspices of the Federation International de Football Association (FIFA). FIFA Secretary-General Sepp Blatter supervised the draw in the presence of LAOOC Football Commissioner Alan Rothenberg and Vice President/Sports Chuck Cale.

4 May 1984 LAOOC Senior Vice President Philip N. Brubaker and Archery Commissioner Jim Easton are named as mayors of the Olympic Villages at the University of Southern California (USC) and University of California, Los Angeles (UCLA). Each man is an alumnus of the university which will be the site of his mayoral responsibilities.

8 May 1984 The longest Olympic Torch Relay in history began in New York City at the United Nations Plaza with the granddaughter of Jesse Owens, Gina Hemphill, and the grandson of Jim Thorpe, Bill Thorpe Jr., carrying the torch together for the first kilometer. The second kilometer was run by 91-year-old Abel Kiviat, roommate of Jim Thorpe at the 1912 Olympic Games in Stockholm. The brief opening program featured 1960 Olympic decathlon champion Rafer Johnson, IOC President Juan Antonio Samaranch, LAOOC President Peter V. Ueberroth, Los Angeles Mayor Tom Bradley and New York Mayor Ed Koch. The National Olympic Committee of the USSR announced that it will decline the invitation of the LAOOC to participate in the Games of the XXIIIrd Olympiad. The announcement was made public in a statement released by Tass, the official Soviet news agency.

10 May 1984 Hundreds of hotels, restaurants, transport services and other businesses joined the Olympic Hospitality Program and pledged to maintain price levels charged to the public during the first six months of 1984. The program was presented by the Greater Los Angeles Visitors and Convention Bureau in cooperation with the LAOOC.



18 The UCLA Olympic Village is opened 14 July 1984. Present at the ribbon cutting ceremony are (from left) UCLA Chancellor Charles Young, LAOC President Peter V. Ueberroth, UCLA Village Mayor Jim Easton, Los Angeles Mayor Tom Bradley and Los Angeles City Councilman Zev Yaroslavsky.

19 Symbolic torch run kicks off Youth Jamboree at Manual Arts High School in Los Angeles.

20 The Robert Graham sculpture at the Coliseum unveiled on 1 June 1984 to begin the Olympic Arts Festival.

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Growth of the LAOOC and the Organization of the Games: A Chronology

12 May 1984 The People's Republic of China formally accepted the invitation to attend the Games of the XXIIIrd Olympiad. Formal acceptance was communicated to LAOOC envoy Charles Lee, in Beijing with an LAOOC delegation for meetings with the Chinese NOC.

18 May 1984 A special LAOOC delegation headed by President Peter V. Ueberroth traveled to Lausanne, Switzerland to meet with international sports officials including representatives of the NOC of the USSR. The Soviets continued to decline the invitation to attend the Games, but the LAOOC left the possibility of acceptance open until 2 June in accordance with the Olympic Charter.

23 May 1984 Highly successful ticket sales for both the Olympic Games and Olympic Arts Festival were announced. More than a third of the Olympic Arts Festival's 427 performances sold out with the opening events still nine days away. Of the 368 event sessions for the Games, 186 are sell-outs with tickets remaining to 182. Nearly 3.4 million tickets have been purchased through the U.S. mail-order system with almost 1.4 million tickets available to the U.S. general public in 17 different sports.

28-30 May 1984 LAOOC officials met with representatives of the International Federations and the IOC Executive Board in Lausanne, Switzerland. Plans were made for the replacement of teams not participating in Los Angeles and the solo event in synchronized swimming was added, bringing the total number of events in Los Angeles to 221.

1 June 1984 The Olympic Arts Festival began its 73-day program of performances and exhibitions with the unveiling of the monumental archway in front of the peristyle entrance to the Los Angeles Memorial Coliseum. The work of Robert Graham was highlighted by the two headless, nude sculptures—male and female—which adorn the top of the gateway. The Festival's initial performance, Pina Bausch's Wuppertaler Tanztheater's performance of "Cafe Muller" and "Rite of Spring," took place at the Pasadena Civic Auditorium.

2 June 1984 As the deadline for acceptance of the invitation to participate in the Games passed, 141 National Olympic Committees signaled their acceptance. The total sets an all-time record for participation in the Games, well ahead of the previous high of 122 set in Munich in 1972. Two days later, the NOC of Angola overcame communications difficulties and accepted the invitation, upping the total to 142.

An exercise to test the traffic management plan for the Exposition Park area was successfully carried out by the LAOOC and five state and local public agencies. The Southern California Rapid Transit District utilized 170 buses and the LAOOC employed 200 additional school buses to simulate public ingress to the area and athlete, employee and media shuttle systems.

The California Department of Transportation, Los Angeles Department of Transportation, Los Angeles Police Department and California Highway Patrol all participated in the exercise.

7 June 1984 Nine Olympic Ticket and Information Centers open for sale of Games tickets and to provide Olympic information for residents and visitors. Approximately one million Games tickets in 16 sports were available for sale at the seven Los Angeles County offices as well as at single locations in Orange and Ventura counties,

11 June 1984 The LAOOC Community Relations office in East Los Angeles opened at East Los Angeles Community College in Monterey Park. The office will assist in coordination and operation of four LAOOC-sponsored community projects in the area, including two area beautification projects, an exhibit honoring Latino Olympians and the installation of a sculpture in front of the Monterey Park Civic Center.

12 June 1984 The LAOOC announced that Uhlmann fencing scoring equipment will be used at the Games in place of VISTI equipment from the USSR.

The LAOOC also announced that the Olympic boardsailing exhibition featuring freestyle, long distance and slalom events will take place in the waters off East Beach in Santa Barbara on 10-11 August.

20 June 1984 Peter C. Jordano is announced as mayor of the Olympic village for canoeing and rowing athletes at the University of California, Santa Barbara. Athletes from 35 nations will be housed at UCSB.

11 July 1984 After a rousing tour across the United States in which millions of Americans turned out for a glimpse of the Olympic flame, the torch relay entered the state of California, host state for the Games of the XXIIIrd Olympiad. The flame was carried to the Oregon border by 11-year old Ethan Halpern, a student from Northridge, California, and passed to Betty Bickart, a registered nurse from San Jose, California.

14 July 1984 The three Olympic villages and Main Press Center open for business two weeks prior to the Games. Welcoming ceremonies are held at all three villages and journalists began their Olympic coverage with accreditation procedures at the Main Press Center, located at the Los Angeles Convention Center in downtown Los Angeles.

24 July 1984 The 88th Session of the International Olympic Committee opens in the Dorothy Chandler Pavilion of the Los Angeles Music Center. Governor George Deukmejian of California delivers the keynote address at the session, the first held in Los Angeles since 1932. Addresses were also made by William E. Simon, pres-

ident of the United States Olympic Committee and by Juan Antonio Samaranch, president of the International Olympic Committee. Samaranch presented an Olympic flag to Los Angeles Mayor Tom Bradley, to be placed in the City Hall of Los Angeles "as a mark of recognition to the city and citizens of Los Angeles in thanks for all they have done for the Games and for the Olympic movement."

25 July 1984 The LAOOC makes its Sixth Official Report to the International Olympic Committee and its final pre-Games review of the preparations. The report is presented in the Crystal Ballroom of the Biltmore Hotel, site of the 31st Session of the IOC 52 years prior. The IOC session in 1932 had 18 members present; in 1984, there were 83.

28 July 1984 With 92,655 spectators present in the Los Angeles Memorial Coliseum and a television audience estimated at more than two billion, the Games of the XXIIIrd Olympiad open with magnificent Opening Ceremonies. President Ronald Regan of the United States declared the Games open and the Olympic flame was carried into the stadium by Gina Hemphill, granddaughter of the great Jesse Owens and, with Bill Thorpe, Jr., the initial torchbearer 82 days previous. Hemphill passed the flame to 1960 Olympic decathlon champion and LAOOC board of directors member Rafer Johnson, who lit the Coliseum torch, signifying the return of the Games to Los Angeles 52 years after the close of the Games of the Xth Olympiad. The oath for the athletes was taken by 1976 Olympic 400-meter hurdles champion Edwin Moses of the USA and the judges' oath was recited by Sharon Weber, a gymnastics official from the USA.

4 August 1984 Following completion of the shooting competition, the LAOOC announced the gift of the Prado Recreational Area Shooting Range to the San Bernardino County Department of Parks and Recreation for continuing use as a world-class competition facility.

12 August 1984 Spectacular Closing Ceremonies marked the end of the Games of the XXIIIrd Olympiad in Los Angeles. Preceded by the victory of Portugal's Carlos Lopes in the men's marathon in Olympic record time (2:09:21), the ceremonies included the award of the Olympic order in gold to LAOOC President Peter V. Ueberroth and the extinguishing of the Olympic flame.

During the 16 days of the Games, 7,078 athletes from 140 nations took part in competitions in 21 medal sports and two demonstration sports, competing in 221 events. In all, 80 Olympic records were set and another eight equaled: 12 world records were set and one was equaled. A record spectator turnout totaling almost 5.8 million saw the Games in person and a huge television audience in the billions enjoyed the view from Los Angeles.

28 August 1984 Equipment and supplies worth approximately \$702,000 were donated to the County of Los Angeles for use in adult and juvenile detention facilities, hospitals and other health care facilities and programs for the homeless.

4 September 1984 The LAOOC announced the distribution of \$10.9 million to the beneficiaries of the 1984 Olympic Torch Relay. The YMCAs, Special Olympics, the Boys Clubs of America and the Girls Clubs of America were the primary recipients of the 82-day torch run funds raised by the sale of Youth Legacy Kilometers.

11 September 1984 An estimated surplus of approximately \$150 million was announced by the LAOOC, concluding the most financially successful Olympic Games ever. The larger-than-expected surplus came as a result of heavy ticket sales just prior to and during the Games as well as excellent United States television ratings which required no return of rights fees to the American Broadcasting Companies, holders of USA television rights,

In all, revenues totaled \$619 million against \$469 million in expenses. The largest single revenue source was the sale of television broadcast rights at \$239 million, followed by ticket sales at \$151 million and licensing/sponsorship agreements at \$121 million. Personnel costs topped the expense list at \$99.5 million, followed closely by construction expenses at \$91.7 million and security at \$42.4 million.

10 October 1984 The LAOOC presented a gift of more than \$1 million in communications and transportation equipment to the Los Angeles Police Department. The gift included more than 225 pieces of security communications equipment and 162 motorcycles used during the Games.

12 October 1984 The LAOOC donated approximately \$400,000 in Olympic apparatus and equipment used at Lake Casitas for the canoeing and rowing competitions and the flags and poles representing the nations residing at the UCSB Village to the UCSB Foundation, a non-profit corporation which administers gifts to the university. Distribution or sale of the items will be used to benefit amateur canoeing, kayaking and rowing clubs in Ventura and Santa Barbara counties.

15-21 October 1984 The LAOOC sells its remaining equipment and merchandise at a public retail sale and open auction. Sales of Games uniforms, Look items and office equipment grossed almost \$1 million during the five days of retail sales and two days of auction. The proceeds will be used to fund a permanent museum exhibit in Los Angeles commemorating the Olympic Games.

5

Accreditation and Access Control

5.01 Accreditation concepts, goals and requirements

5.01.7 Need for accreditation

The sole purpose of accreditation was to provide a system of identification for individuals participating in any aspect of the Games. This system was designed to discern their function and therefore, the privileges to which they were entitled. The accreditation system developed by the LAOOC not only identified each individual by name, country and function but detailed each venue that could be entered and when and where the individual was entitled to be seated in a venue. The system further identified an individual's access to special transportation, food, hospitality or accommodations services.

The Accreditation Department was formed to organize and implement efficient procedures for the identification and registration of all persons involved in the Olympic Games and for

controlling the access of these persons to villages, competition and training venues and other controlled areas. To accomplish this, the Accreditation Department determined the access and site privileges for each member of the Olympic Family, including 8,700 press, 11,000 athletes and officials and over 90,000 support personnel. It then produced the identification badges and developed the computer support systems.

The first development and testing of an accreditation system began in late 1982 in preparation for the January 1983 IOC Executive Board meetings in Los Angeles. Design work began on a computer-supported accreditation system that would print badges on demand on various colors of paper stock. Accreditation at the meeting went well, despite frequent malfunc-

tions. It showed at a very early stage that a computer-supported system could work for the Games, but that considerable work in planning and operations would be required.

To begin the planning and testing of the computer system, the Accreditation Department hired a full-time director in March 1983. The director was responsible for the development of the system for the LA83 events held that summer. Because the director was hired late, the systems were developed quickly and were not adequately tested during the LA83 events.

Accreditation badge elements

Several important elements went into the fabrication of every accreditation badge, including:

- Personal Identification (PID) number, badge number and Identity Card (ID) number
- General information (name, function, country and organization)
- Category ("A," "B," "C," "D," "E," "F," "Fo," "Fx," "G," "J," "K," "L," "O")
- Access zone privileges
- Photograph

- Pictogram (sport/ticket requirement)
- Bar code
- Insurance information
- Color stock (color differed for each badge category)
- Preprinted stock with Star in Motion, Games of the XXIIIrd Olympiad
- Signature of accredited individuals

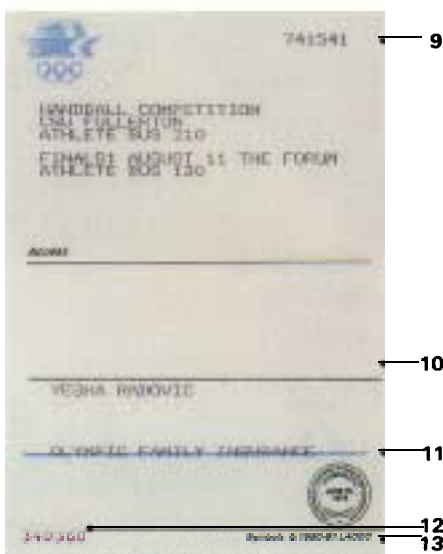
The following security features were also incorporated into the fabrication of every accreditation badge:

- Badge serial number
- LAOOC trademark
- Security seal
- Corporate seal

During the pre-Olympic competitions, the Accreditation Department developed operating plans, identified and trained volunteer staff and implemented the actual accreditation and badging process. These LA83 events provided valuable planning and operational experience to the department and formed the basis of the Olympic operation.

¹ An athlete and his accreditation badge are rarely parted.





Key elements of accreditation badge

- 1 Identification (in English and French) of the Games in Los Angeles
- 2 Star in Motion symbol
- 3 Photograph of badge holder
- 4 Letter designating accreditation-type
- 5 Name, function and country of badge holder
- 6 Access zone privileges
- 7 Pictogram for site access
- 8 Bar code of Personal Identification Number (PID) of badge holder
- 9 Personal Identification Number (PID) of badge holder
- 10 Signature of badge holder
- 11 Designation of insurance status of badge holder
- 12 Badge stock serial number
- 13 Seal and copyright designation of the LAOOC

5.01.2 Separation of accreditation and access privileges

In accordance with the Olympic Charter (1978 Provisional Edition), the LAOOC was required to issue accreditation cards to individuals participating in the Games. The charter specified only the categories “A” — “G” and vaguely identified privileges that were to be granted to persons in these categories. At previous Games, the accreditation badge not only provided identification as required by the charter but provided access to seating and other privileges.

The LAOOC decided to separate privileges and access and developed a revolutionary concept that divided the functions of the accreditation badge into two areas: one for identification and one for access. In doing so, the LAOOC fulfilled the charter mandate to provide accreditation, but reserved the right to determine access privileges. A ticket system was developed in support of the accreditation and access control system whereby eligible Olympic Family members had to obtain complimentary tickets for selected high-demand events. This helped to reduce the need for Olympic Family seating at some venues, allowing greater use by the spectating public.

The ticketing system was operated by the LAOOC Ticketing Department. It required that all members of the Olympic Family (accredited “A” — “G”) use a ticket to attend the Opening and Closing Ceremonies. For most sports events, tickets were not required for Olympic Family members, except for athletes (“F”) and team officials (“Fo”) who were required to use tickets when attending events at venues other than their own. For pre-selected high-demand events, tickets were generally required for Olympic Family members, except for category “A” (IOC members and guests).

Categories of badges

The following accreditation badge categories are mandated by the Olympic Charter (1978 Provisional Edition):

- “A”; IOC members and honorary members, IOC director and one guest each.
- “B”; IOC commissions, IOC secretariat, IF presidents, IF secretaries-general, and 12 transferable badges. IF presidents and secretaries-general allowed one guest each. OCOG presidents and secretaries-general of Sarejevo, Calgary and Seoul.
- “C”; NOC chefs de mission, assistant chefs de mission, Olympic attaches, transferable badges given to the chef de mission of each eligible NOC, and to the president of each IF. OCOG delegations (up to six persons) from Calgary, Sarejevo and Seoul reporting to the IOC Session.
- “D”; IF jury members, technical officials (sports-specific referees, judges, umpires, timekeepers).
- “E”; Media (newspaper, radio, TV and support and auxiliary personnel).
- “F”; Athletes, coaches, administrative, technical personnel, or other officials of each NOC (“Fo”); extra team officials (“Fx”).

- “G”; Distinguished guests of the LAOOC.

Two additional badge categories were created by the LAOOC in response to specific accreditation needs. They were:

- “J”; IF special, sport-specific accreditations for executive board members.
- “O”; Observers from cities bidding for future Olympic Games.

5.01.3 System tools: Badges and equipment

Badges for both the Olympic Family and support personnel served to provide positive identification and indicate the access privileges of the bearer. These criteria influenced the information layout on the badge and ultimately led to the creation of a two-part badge for support personnel.

The badges were large and easy to read with oversized access zone numbers which were generated by computer and individually assigned. There were seven zone numbers at each sport venue (1-6,9) and an eighth zone number (Ø) that allowed access to all zones. Functions within each zone were grouped according to common activities. The individual’s function determined which zones were assigned.

To maintain system consistency, common areas in the villages were assigned access zone 7, and the athlete living quarters within the villages were defined as access zone 8.

The pictogram further defined access and was grouped on the badge with the access zone information. Sport pictograms utilized stick figures to represent access availability to individual sport sites. Other pictograms which used two or three letter codes represented villages, training sites or groups of venues called regions. In all there

were 47 different pictograms: 25 sports venues; five regions or groupings of sport venues in close proximity to each other; three villages; one for all training sites; seven support sites including the Biltmore Hotel and the Los Angeles International Airport Olympic Arrival Center; three conditional entry pictograms for individuals requiring limited entry; one ticket pictogram and one pictogram-an infinity symbol-which allowed access to all venues.

The letter category (“A” — “G,” “J” or “O”) was located on the badge adjacent to the name, function and country information.

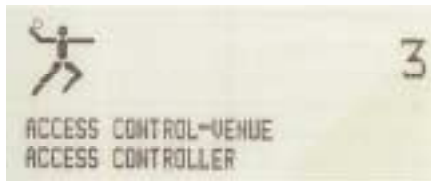
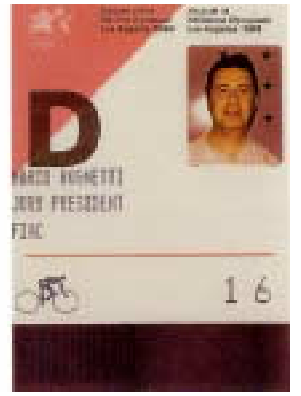
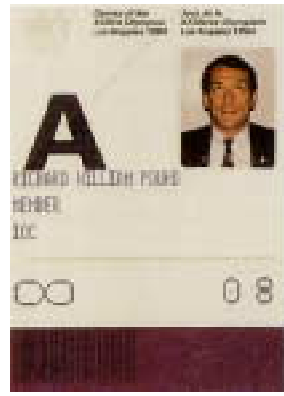
The other side of the badge contained a line for the badge holder’s signature, a line indicating if the individual was covered by the Olympic Family insurance program and a line for a personal identification number (PID). A PID number was assigned to each participant, Olympic Family member and staff member. In the case of the Olympic Family member, the PID number matched the Olympic identity card number.

Several elements of the badge were designed to thwart counterfeiting or duplication. These elements included a background security pattern on the badge stock, a security seal on the photograph portion of the badge, an LAOOC corporate seal, a serial number for control of blank unprinted badges and a bar code. Badges were printed on colored paper stock that varied for each letter category as required in the Olympic Charter: ivory for “A” badges; purple for “B” badges; green for “C” badges; orange for “D” badges; yellow for “E” badges; blue for all “F” badges; pink for “G” badges; magenta for “J” badges; gray for “O” badges.

Access zones

Zone number	Name	Area defined
1	Field of play	The competition field or court.
2	Team preparation area	Venue warm-up area, team locker room, feeding area, training rooms, rest areas, passage to field of play.
3	Venue operations	Offices, trailers, storage, work areas, pertaining to the facility.
4	Press operations	Seating, sub center, commentator area, camera positions, mixed zone, formal interview area.
5	Olympic Family lounge	Area for hosting entertainment of VIPs and Olympic Family.
6	Competition administration	Offices, trailers, work areas for IF and LAOOC competition offices.
7	Village common area	All village areas except the residential halls and suites.
8	Village housing area	All village areas including athlete housing areas.
9	Public areas	All areas coincident with spectator access by ticket.
0	All venue zones	All of the above non-village areas.

Accreditation and Access Control



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Accreditation badges

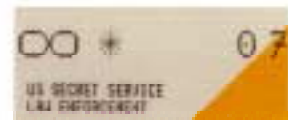
- 1 "L" accreditation badge generated for LAOOC permanent staff and Games staff.
- 2 "A" accreditation badge generated for IOC directors, members, honorary members and guests.
- 3 "B" accreditation badge generated for IF presidents, IF secretaries-general, IF technical delegates, IOC commission members, IOC secretariat, NOC presidents, NOC secretaries-general, executive members of OCOGs and guests.
- 4 "C" accreditation badge generated for NOC chefs de mission, assistant chefs, Olympic attaches, OCOG members, special NOC members, guests and transferable passes for multiple individuals' use.
- 5 "D" accreditation badge generated for IF officials and juries.
- 6 "E" accreditation badge generated for media. Subletters designated specific types of media.
- 7 "F" accreditation badge generated for competing athletes. Subletters designated athletic function ("F" —athlete, "Fo" —official, "Fx" —extra official).
- 8 "G" accreditation badge generated for distinguished guests of the LAOOC.
- 9 "J" accreditation badge generated for members of IF executive boards.
- 10 "K" accreditation badge generated for contractor personnel functioning within controlled zones at Olympic sites.
- 11 "Ks" accreditation badge generated for law enforcement personnel functioning within controlled zones at Olympic sites.
- 12 "O" accreditation badge generated for observers from organizing committees and "bidding cities" for 1992.

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2 Bar code readers detect deauthorized badges at venue entry points.

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Bar codes, a series of lines of uniform height and varying width, were printed with particularly dense ink to be read by an electronic scanner or wand. The bar code graphically represented information on the identification of every accredited individual. It provided additional security and discouraged counterfeiting or duplication of badges. It also provided easy repeal of a badge if necessary. In most cases, badges were revoked because they were lost or stolen or because of the termination of an LAOOC staff member.

A badge presented at a venue or village was electronically scanned or 'read' by a bar code reader (BCR). As a lightpen attached to the BCR was run over the bar code, the BCR registered an audible tone and a visual display indicating either an authentic or deauthorized badge. BCRs were 2.9 by 6.3 by 10.7 inches, weighed 3.5 pounds, and required 110 volts and five amperes of power. Each BCR was coded to recognize up to 684 invalid six-digit badge numbers.

A network of 300 BCRs at 46 sites were programmed for one of two uses: 1) at external venue access points to check for deauthorized badges, and 2) at credential centers, badges were wanded as final step in issuing and activating a badge.

The bar code system was highly successful. More than 200 carriers of deauthorized badges were identified prior to entering various venues. Certain difficulties with the system did arise, however. Originally, the bar code was to be printed straight and squarely on the lower front side of the badge. Printing errors on approximately 7,000 "E" badges—the bar code was not properly or fully aligned on the badge—precluded proper reading by the BCR. Therefore, "E" badges were not scanned at venue entry points. Fortunately, this did not prove to be a problem. Also, original plans called for an invisible bar code to prevent duplication. An error in the printing specifications prohibited this and, as a result, the bar code was visible and discernible. This error did not cause significant problems as no counterfeit badges were ever discovered.

The bar code system was well conceived and well managed and developed into a significant psychological deterrent to individuals who sought access to venues or secured areas where they did not belong.

The system was operated from the 14th of July through the 12th of August 1984 by volunteer access control staff and paid security guards. In the final analysis, the bar code reader was a very effective mechanism and added a new and simple dimension to access control during the Games of the XXIIIrd Olympiad.

The four basic steps in the badge production sequence included:

- Identification of individual
- Determination of site access
- Determination of zone access
- Badge issuance

A letter category ("A"—"G," "J"—"L" and "O") was assigned based upon the individual's function. A pictogram was then assigned to indicate the sites that could be accessed. The zones the individual could enter were then assigned and finally the badge was produced. The highest level badge issued had an infinity pictogram, with "0" and "8" access zones. These symbols accessed an individual to all venues and all zones (0) and to all areas in the villages (8). For high-demand events or locations, even an appropriately accredited individual—including those with infinity pictograms and all-zone access codes—were required to be on an access list. This applied to the Coliseum press box, certain hosting facilities and finals in high-demand sessions at sports venues.

Once all the elements of the individuals' identity and access were identified, badge production was initiated. The process for badging Olympic Family members and LAOOC support staff differed slightly (see sections 5.02.3 and 5.03.3).

The computer systems developed for the LAOOC accreditation system, while revolutionary, were troublesome. The system stored information on the applicant, linked that to a personal identification number (PID) and ultimately printed a badge with the name and number, the appropriate access information and a bar code. In no other Olympic Games had this entire process been automated. As a precautionary measure a backup system utilizing a personal computer (PC) was utilized. Only 50 of 70,000 badges were printed by this backup system as the IBM System 38 computer performed reliably and nearly flawlessly and met all requirements of the LAOOC. Additional processing capacity was needed to support the accreditation operation, since several LAOOC departments utilized the computer time available. As a result, the badge printing process was often extremely slow causing delays and long waits for staff.

In addition, system development and programming was started very late (March 1983), was never completed and the system was not fully tested. Data entry for Olympic Family members did not begin until 20 June 1984. As a result, there was a significant level of data entry error and the verification procedures were inadequate. It is essential that future organizers develop the accreditation computer system at least six months to a year in advance of the Games and adequately test its operation.

5.02 Accreditation and access privileges of Olympic Family members

5.02.1 Identification of Olympic Family members

Rule 38 of the 1978 Provisional Edition of the Olympic Charter specified that the Organizing Committee (OCOG) establish an identity card for the purpose of identification of the holder and for entry into the host country:

"The Olympic identity card establishes the identity of its holder and constitutes the document authorizing entry into the country in which the city organizing the Games is situated. It allows the holder to stay and to carry out his Olympic duties there for the duration of the Games and for a period not exceeding one month before and one month after the Games.

"The Olympic identity card also allows free entry to the Olympic villages and it authorizes access to the sites where the competitions, ceremonies and demonstrations connected with the Games are held, and also to the reserved seats in the stands, unless the OCOG shall decide to issue an additional identity card for these two purposes.

"With the agreement of the IOC, and in special cases, the OCOG may request that the Olympic identity card be countersigned on behalf of the government of the country of the holder confirming the holder's nationality and his right to travel to the country of the Games and to return to his own country. In the absence of such a countersignature, the holder of an Olympic identity card must have in his possession an official document confirming his identity and nationality.

"The Olympic identity card shall be made available by the OCOG for use by the persons as indicated in the by-law. . ."

During the accreditation system design phase, it was decided that the identity card would not be used for anything but entry into the U.S. in place of a visa. Instead, an accreditation badge would be issued to provide identification and access privileges for Olympic Family personnel. Since the identity card was for a single purpose, there were few constraints placed on its design. Since the U.S. government agreed to accept the identity card instead of a visa for entry to the U.S., the U.S. State Department was interested in incorporating security features to avoid counterfeiting or transfer to unauthorized persons. Thus, a security pattern was printed on the inside of the card.

In connection with the identity card, the State Department needed lists of persons to whom cards were issued,



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3 The LAOOC's accreditation computers store information and a personal identification number for each job applicant and ultimately print a badge with the name, number, the appropriate access information and a bar code.

4 Color and letter-coded badges differentiate staff, athletes and Olympic Family members at a glance. A background security pattern on the badge stock discourages counterfeiting or duplication.

Accreditation and Access Control

Olympic Family accreditation privileges

Category	Who	Pictogram	Entry privileges Opening/Closing ceremony	Village zones	Venues/seating access	Venue zones	Training sites	Other privileges
A	IOC directors, members and honorary members and one accompanying guest each.	Infinity	With complimentary ticket seating in A stand.	7,8	Access to all venues and seating in A stand for all events	0	All sites	Food: Privileges in Olympic villages. Transportation: shuttle to Coliseum from Biltmore Hotel. Car and driver for each director, member and honorary member. Access to press bus system. Insurance: provided by the IOC.
B	IF president and secretary general. Demonstration sport IF presidents and secretaries-general. IF technical delegates. One accompanying guest for each.	Sport specific	With complimentary ticket seating in B stand.	7	Access to all venues and seating in B stand. In own sport, IF accredited B will not need a ticket. For selected high-demand events, access to the venue and seating require a ticket.	0	Only sites in their own sport.	Food: Privileges in Olympic villages. Transportation: shuttle to Coliseum from Biltmore Hotel. Car and driver for each president and secretary-general. Access to press and public bus system. Insurance: provided by the IOC.
B	IOC press and athlete commissions.	Infinity	With complimentary ticket seating in B stand.	7	Access to all venues and seating in B stand on 'as available' basis. For selected high-demand events, access to venue and seating require a complimentary ticket.	4,5	None	Food: privileges in Olympic villages. Transportation: access to press and public bus system and pool-vehicles. Insurance: provided by the IOC.
B	IOC Medical Commission	Infinity	With complimentary ticket seating in B stand.	7	Access to all venues and seating in B stand on 'as available' basis. For selected high-demand events, access and seating require a ticket.	1,2,3,5	All sites	Food: privileges in Olympic villages. Transportation: access to press bus system and public bus system. Insurance: provided by the IOC.
B	IOC recognized IF presidents and secretaries-general of sports not on the Olympic program.	Ticket	With complimentary ticket seating in B stand.	7	Access to all venues and seating in B stand on 'as available' basis. For selected high-demand events, access to venue and seating will require tickets.	5	None	Food: privileges in Olympic villages. Transportation: access to press bus system. Insurance: provided by the IOC.
B	IOC secretariat	Ticket	With complimentary ticket seating in B stand.	7,8	Access to all venues and seating in B stand on 'as available' basis. For selected high-demand events, access and seating require a ticket.	0	None	Food: privileges in Olympic villages. Transportation: access to press and public bus system. Pool of two vehicles. Insurance: provided by the NOC.
B	LAOOC chairman, president, executive vice president and accompanying guest.	Infinity	With complimentary ticket seating in B stand.	7,8	Access to all venues and seating in B stand on an 'as available' basis.	0	All sites	
B	NOC president and secretary general and one accompanying guest each.	Ticket	With complimentary ticket seating in B stand.	7,8	Access to all venues and seating in B stand in 'as available' basis. For selected high-demand events, access to venue and seating will require a ticket.	2,5	All sites	Food: privileges in Olympic villages. Transportation: cars and drivers allocated based on team size for use by all members of the delegation. Access to the athlete, press and public bus systems. Insurance: provided by the IOC.
B	Organizing Committee for cities of Sarajevo, Calgary and Seoul; their president and secretary-general and one accompanying guest for each.	Ticket	With complimentary ticket seating in B stand.	Guest pass only	Access to all venues and seating in B stand on as available basis. For selected high-demand events, access to venue and seating will require a ticket.	5	None	B accredited persons from NOCs not participating in competition will not have access to zone 2, team preparation areas. Food: privileges at Olympic villages. Transportation: access to press and public bus system. Insurance: provided by the IOC.
B	Transferable passes, IOC guests.	Ticket	With complimentary ticket seating in B stand.	On guest pass only	Access to all venues and seating in B stand on as available basis. For selected high-demand events, access to venue and seating will require a ticket.	5	None	Food: privileges at Olympic venues. Transportation: access to press and public bus system.
C	Chefs and assistant chefs de mission	Ticket T (team)	With complimentary ticket seating in C stand.	7,8	Access to all venues and seating in C stand on 'as available' basis. For selected high-demand events, access to venue and seating will require complimentary ticket, Access through athlete's entrance to venue where team is competing and do not require tickets.	2,3,5	All sites	Food: privileges at Olympic villages. Transportation: cars and drivers will be allocated based on team size for use by all members of the delegation. Access to athlete, press and public bus system. Insurance: provided by the LAOOC.

Category	Who	Pictogram	Entry privileges Opening/Closing ceremony	Village zones	Venues/seating access	Venue zones	Training sites	Other privileges
C	Olympic attache	Ticket	With complimentary ticket seating in C stand.	7,8	Access to all venues and seating in C stand on 'as available' basis. For selected high-demand events, access to venue and seating will require a ticket.	2, 3, 5	All sites	Food: privileges at Olympic villages. Transportation: cars and drivers will be allocated based on team size for use by all members of the delegation. Access to athlete, press and public bus system. Insurance: provided by the LAOOC.
C	OCOGs (6 for each reporting delegation i.e. Sarajevo, Calgary, Seoul)	Ticket	With complimentary ticket seating in C stand.	7	Access to all venues and seating in C stand on 'as available' basis. For selected high-demand events, access to venue and seating will require a ticket	3, 5	Village sites only.	Food: privileges at Olympic villages. Transportation: access to press and public bus system. Insurance: available for purchase.
C	Transferable passes, international federations	Ticket	None	None	Access to all venues and seating in C stand on 'as available' basis except baseball and tennis IF which may only access their respective sport venue. For selected high-demand events, access to venue and seating will require a ticket.	5	None	Transportation: Access to press and public bus system.
C	NOCs	Ticket	With complimentary ticket seating in C stand.	None	Access to all venues and seating in C stand on 'as available' basis. For selected high-demand events, access to venues and seating will require a ticket.	5	None	Transportation: access to press and public bus system.
D	International federation officials and juries	Sport specific	With complimentary ticket seating in D stand.	None	Access to own sport venue only. No ticket required. Not eligible for high-demand tickets.	1, 5, 6 zones varied by venue.	Own sport sites only. No access to village training sites.	Transportation: access to press and public bus system. Access to system transporting from 'D' living accommodation to respective venue. Insurance: provided by the IOC.
E	Media	Infinity	With complimentary ticket seating in E stand.	Restricted access. With village press pass only.	Access to all venues in E stand and photo positions. For selected high-demand events, access to the venue and seating will require a ticket.	4	All sites	Transportation: access to press and public bus system. Insurance: available for purchase.
F	Athletes	Sport specific	Closing Ceremony seating in F stand with complimentary ticket. Not entitled to Opening Ceremony ticket.	7, 8	Access to own sport venue. Access to F stand at all other venues only with a ticket.	1,2	Own sport sites only.	Food: privileges at Olympic villages. Transportation: access to athlete, press and public bus system. Cars and drivers will be allocated based on team size for use by all members of the delegation. Insurance: provided by the LAOOC.
Fo	Team officials	Ticket T (team) or sport specific	Closing Ceremony seating in F stand with complimentary ticket. Not entitled to Opening Ceremony ticket.	7, 8	Access to own sport venue. Access to F stand at all other venues only with a ticket.	1,2	Own sport sites only.	Food: privileges at Olympic villages. Transportation: access to athlete, press and public bus system. Cars and drivers will be allocated based on team size for use by all members of the delegation. Insurance: provided by the LAOOC.
Fx	Extra team officials	Sport specific	None	7	Permitted to access only the venue in their respective sport. No seating provided. Not eligible for high-demand tickets.	2	Own sport sites only.	Transportation: access to athlete, press and public bus system. Cars and drivers will be allocated based on team size for use by all members of the delegation.
G	Distinguished guests of the LAOOC	Ticket	With complementary ticket seating in G stand.	None	Permitted to access all venues and seating in the G-stand. For selected events, access to the venue and seating will require a ticket.	5	None	Transportation: access to press and public bus. Insurance: available for purchase.
J	International federation, executive board	Sport specific	None	None	Access to B stand in their respective sport only, no ticket required. Not eligible for high-demand tickets.	5 varied to some degree by venue.	Own sport sites only. No access to village training sites.	Transportation: access to press and public bus. Insurance: provided by the IOC.
O	Observers from organizing committees and 'bidding cities' for 1992.	Infinity	None	7	Permitted access to all venues and seating in C stand, if available.	3, 4, 5	None	Transportation: access to press and public bus. Insurance: available for purchase.

Accreditation and Access Control

similar to their standard "crew lists." These lists were required six weeks before arrival of individuals in the U.S. To satisfy this request, an Olympic Family list was designed, sent with the cards, and returned to the State Department with the names of those to whom cards were issued. A copy of the family list was also required to be returned to the LAOOC by 2 June 1984 to be used as a verification of those coming to the Games, and as a means of entering names so that badges could be printed.

The IOC also required that an identity card manual be prepared by the LAOOC that would explain the types and use of the identity cards and provide instructions for their preparation. The manual also contained general instructions for obtaining accreditation badges.

Approvals were required on all documents related to identity cards, including the cards, lists and manual, not only from LAOOC management, but also from the IOC and the U.S. State Department. The most sensitive point was the requirement to return the lists by 2 June 1984. Most of the NOCs objected to this date on the ground that it was too early to identify their team members. However, the IOC endorsed this date, since a time frame of eight weeks before the start of the Games was established at the 1980 Moscow Games.

In February, 1984, Olympic Family lists and identity cards were mailed to the IOC, International Federations and the more than 150 National Olympic Committees. The number of identity cards sent to the NOCs was based on estimated delegation size as provided by the group concerned. The cards were sent in numerical sequence with specific numbers assigned to each NOC. A total of 22,319 identity cards and the necessary Olympic Family lists were sent with 19,470 cards going to the NOCs, 418 cards to the IOC and 2,431 cards to the International Federations.

On 2 June 1984, all completed lists were to be returned to the LAOOC. One copy of the list was to be sent to the U.S. embassy in the respective country of the applicant; for the IF, the respective embassy was in the country of the IF's headquarters. However, only 57 NOCs returned their lists on time.

Therefore, the LAOOC initiated telex and telephone messages to urge NOCs to send them. A complete set of lists did not reach the LAOOC until mid-July. The data from these lists was utilized to create the badge themselves with the name, Olympic function, sport and organization of the various Olympic Family members. These lists were also used as the basis of data entry. Many problems were encountered with coding and data entry of the Olympic Family lists due to incomplete information, incorrect spelling of names, difficulty in distinguishing between first and last names and omissions of critical information.

Nevertheless, the data entry process was completed by 6 July. Approximately 45 NOCs were able to review and correct the computerized Olympic Family list prior to their arrivals in Los Angeles. The result for those who properly completed the lists was an accreditation operation that ran more smoothly and minimized delays caused by the need to reprint badge inserts.

5.02.2 Identification of Olympic Family privileges

Certain Olympic Family member privileges are mandated by the Olympic Charter, such as venue access and free seats in the main stadium. In addition to these privileges, the LAOOC offered additional privileges to Olympic Family members to make their stays more comfortable. These privileges ranged from free medical insurance to food and transportation.

The accreditation badge of each individual indicated the privileges available to the badgeholder. These were defined by the letter category, the pictogram which identified the venues that could be entered; and the access zones, identifying the intra-venue zones that could be accessed.

For the 1984 Olympic Games, the IOC requested that privileges be granted to the following additional groups not specified in the 1978 Olympic Charter: team officials in excess of those allowed under Rule 40 of the charter, observers and executive board members of the International Federations.

In the development of its accreditation policies for the Olympic Family, the LAOOC determined that these additional groups would be accredited with the following conditions:

- They would be accredited in finite numbers so that the established systems would not be unduly overloaded.
- Venue access would be limited so as not to interfere or overload working places for the press, the field of play or Olympic Family hosting areas,
- The accreditation of these additional groups would be on a cost-recovery basis so that the LAOOC would not incur added expense by accrediting them.

In negotiations with the IOC, the following accreditation agreements were reached and then implemented for the Games.

IF Executive Boards

The LAOOC agreed in May, 1984 to accredit a maximum of 20 additional people from each IF, ostensibly from each IF's Executive Board. A new letter category ("J") was given to this group. The IF was financially responsible for the accommodations of the individuals. Access was limited to their respective sport site and to one or two zones within the venue.



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5 Olympic Family members are mailed Olympic identity cards, which serve as visas, for presentation upon entry into the United States.

6 The busy Olympic Arrival Center at the Los Angeles International Airport assists Olympic Family members as they clear U.S. Customs.

7 At the OAC, a pre-printed, unlaminated badge insert is pulled and compared to an individual's Olympic identity card. If correct, the insert is signed by the individual before proceeding to the camera operations position.

Observers

The IOC requested that six people be accredited from cities bidding on the 1992 Olympic Games. Organizers of international amateur competitions also fit into this group. The letter category "O" was given to this group. This group was allowed access to all venues and seating in the "C" stand, if available.

Extra officials

The number of team officials allowed for each NOC was specified by Rule 40 of the 1978 charter. The expenses of these officials were heavily subsidized by the LAOOC for village housing, hence the Rule 40 formula for accrediting team officials was closely observed by the LAOOC. Numerous NOCs, however, wanted additional team officials to fulfill their needs for more coaches, trainers and technicians. These NOCs debated this point at length with the LAOOC for over three years and ultimately the LAOOC agreed to accept extra team officials, but at the expense of each NOC and under the condition they not be housed in the Olympic villages.

The LAOOC negotiated the number of extra officials with each NOC. The letter "Fx" (subletter "x" for extra) was chosen to identify extra coaches, doctors and support help on the badge. Extra officials were given the same privileges as other team officials (except village residency), including access to team preparation areas and transportation. The NOC bore all food and housing costs for each extra official. The access of "Fx" badge holders to venues was limited to the respective sport in which they participated or coached and only access to the team preparation area (zone 2) within the venue. With this approach, the LAOOC minimized concerns that the extra officials would interfere with venue operations and the field of play, yet the "Fx"-accredited official was still able to fulfill a legitimate role.

Transferable "C"

By charter rule, one transferable "C" badge is to be allocated to each NOC for every 20 athletes, and 12 transferable "C" badges to each International Federation. This badge represents a valuable tool by which venues are accessed and privileges dispensed, and in previous Games the transferable "C" could be indiscriminately distributed and redistributed to any individual whether they were accredited or not. The badges bore no names or pictures and the OCOG had no way of knowing the identity of the person receiving the badge. Therefore, if lost or stolen, the badges presented a potential security risk. To curtail abuse of the transferable "C" badge, restrictions were developed by the LAOOC. Each NOC and IF was encouraged to issue a transferable "C" pass

to one individual only whose name and photo would be printed on the badge; in effect, making it an additional full "C" for Games accreditation. Should the NOC or IF be unable to assign the pass to one person, the pass had to be issued to individuals already accredited as an Olympic Family member. The pass then served as an upgrade of an existing accreditation. The pass was made highly visible by the placement of a red dot which was affixed to the badge prior to lamination. With this system, the LAOOC was able to provide the flexibility required of a transferable "C" and did not compromise the security need to clearly establish the identity of the carrier.

"O" and "J" badges

The LAOOC created two other categories of badges. The "O" badge was allocated to individuals affiliated with other OCOGs, bidding cities or similar organizations. The "O" (for observer) accreditation allowed access to all venues via an infinity pictogram. Access zones 3, 4, 5, 6 and 7 on each badge allowed access to venue and press operations and the Olympic Family Lounge and non-residential areas in the village.

The "J" badge category was developed to include IF members who served on an executive council or committee but had no official competition function during the Games. Each IF was allowed twenty "J" badges. The "J" badge-holder had access to B-stand seating in his respective sport, only. All expenses of the "J" card holder were paid by the IF or the individual.

Olympic Family accreditation credentials issued

"A"	192
"B"	886
"C"	1,057
"D"	1,415
"E"	8,700
"F"	7,432
"Fo"	3,379
"Fx"	309
"G"	246
"J"	295
"O"	162
Total	24,073

With the development of a simple yet flexible accreditation system the LAOOC was able to accommodate the needs of individual NOCs and sport federations, yet not complicate the management or operation of the system or compromise the safety of Games' participants.

5.02.3

Procedures for Olympic Family accreditation

Accreditation of Olympic Family members was conducted by two separate LAOOC departments. The Accreditation Department accredited all members except the media. The LAOOC Press Operations Department took operational responsibility for accrediting the media in January 1982. This

division reflected the separate clientele of each function and the desire to significantly improve communications with those client groups.

Olympic Family members arriving in Los Angeles went through the credential process at either the Olympic Arrival Center (OAC), at Los Angeles International Airport, the Biltmore Hotel or the Main Press Center for media only (see chapter 23). Rebadging centers were also established to replace lost badges or reissue incorrect badges.

Olympic Arrival Center

The OAC was open from 10 July to 11 August 1984. On arrival, Olympic Family members cleared customs and were transported to their specific in-processing centers. All "A" and a majority of the "B" and "G" Olympic identity card-holders were driven to the Biltmore for in-processing. "D," "J" and the remainder of the "B" and "G" card-holders were processed at the OAC.

After receiving the Olympic Family lists on 2 June 1984, all information was input into the accreditation computer system according to Olympic Family category (IOC, IF, NOC). From this, over 13,000 (unlaminated) individual badges ("inserts") were pre-printed and filed at the OAC in boxes called the "insert bank." The badge numbers matched the number on the Olympic Identity Card held by each individual.

On arrival at the OAC, Olympic Family members or guests were escorted to the LAOOC Accommodations/Finance desk to settle their account or outstanding fees. When the account was settled, the individual was issued a "zero balance" receipt and proceeded to the credential area. After arriving at one of the two accreditation terminals, the Olympic Family members or guests presented the Accommodations/Finance receipt, their identity card and/or passport to the terminal clerk. The receipt was stamped "accreditation received" and returned to the individual. The pre-printed badge was pulled from the insert bank and compared to the identity card or passport to assure that all information was correct. If correct, the insert was signed by the individual, the passport and identity card were returned and the individual proceeded to the camera operations position.

If the pre-printed insert did not correspond to the identity card, a new insert was printed with the correct information and the computer file was corrected. After signing the new insert, the subject proceeded to the camera stand. Once the photograph was taken it was glued to the insert, placed in a plastic pouch and the entire pouch was laminated, creating a physically-complete badge. The badge was then handed by the BCR, thereby activating the badge. Finally the photograph was imprinted with the LAOOC seal, completing the badging process.

At the conclusion of the badging process the Olympic Family members were transported to their accommodations free of charge by the LAOOC.

Number of Olympic Family accreditations issued per day

	Biltmore	OAC	Total
10 July	0	73	73
11 July	0	10	10
12 July	0	129	129
13 July	0	95	95
14 July	0	787	787
15 July	0	54	54
16 July	0	827	827
17 July	43	415	458
18 July	34	394	428
19 July	59	668	727
20 July	69	606	675
21 July	73	597	670
22 July	100	1,115	1,215
23 July	117	1,379	1,496
24 July	87	1,499	1,586
25 July	79	1,352	1,431
26 July	130	1,098	1,228
27 July	166	940	1,106
28 July	97	386	483
29 July	29	104	133
30 July	47	159	206
31 July	36	147	183
1 August	19	159	178
2 August	23	173	196
3 August	0	119	119
4 August	32	95	127
5 August	32	60	92
6 August	21	77	98
7 August	26	38	64
8 August	13	9	22
9 August	6	19	25
10 August	7	16	23
11 August	4	2	6
Total	1,349	13,601	14,950

Biltmore Hotel

The badging center at the Biltmore was designed to handle fewer individuals than the OAC, but essentially the process worked in the same manner. All pre-printed badge inserts of persons scheduled to reside at the Biltmore were transferred to that location. In addition, the Biltmore accreditation center issued badges for special accreditations, such as observers from bidding cities and individual requests for accreditation by persons not otherwise entitled to accreditation by the Olympic Charter.

The Biltmore accreditation center was located in a large room adjacent to LAOOC service departments, such as Accommodations/Finance and Ticketing. Approximately seven staff members per shift operated the center and its two computer terminals, three printers and backup personal computer. The accreditation center was operational from 14 July to 12 August 1984.

Each Biltmore Hotel resident seeking accreditation was required to present a "zero balance" receipt from Accommodations/Finance. The badging process at the Biltmore was identical to that at the OAC.

Accreditation and Access Control

At the Biltmore, the pre-printed badge inserts were filed by letter category for the persons scheduled to reside there. Difficulties arose when more NOC "B" badge holders than anticipated arrived at the Biltmore for accreditation. This was caused by the appearance of "B"-accredited NOC members who were not scheduled to be housed at the Biltmore.

The most current resource files of NOC family lists were kept at the OAC and the Biltmore lists did not always reflect the changes or additions made at the OAC. Therefore, it was often necessary for the Biltmore accreditation center to telephone the delegation registration desk at the OAC before the individual at the Biltmore could be verified and accredited. This sometimes resulted in long delays for guests. Similarly, International Federation "B" cardholders could not be accredited at the Biltmore until the payment had been received at either the OAC or the hotel. While accreditation at the Biltmore proceeded smoothly, operations could have been streamlined by installing an automated (on-line) verification procedure identical to that at the OAC.

The Biltmore Hotel accreditation center accredited 1,349 persons. Approximately 90 percent of the inserts which had been pre-printed were printed correctly. The most common corrections were misspelled names, changes in access (granted after a special request had been made and approved), failure to locate a pre-printed insert because it had been misfiled and changes to the Olympic Family list. As noted above, more "B" cardholders arrived at the Biltmore for accreditation than were originally anticipated, and therefore a substantial amount of time was spent voiding the inserts at the OAC and then reissuing them at the Biltmore. There were relatively few remakes or reissues of (IOC) "A" cardholders because the family lists were accurate. The Biltmore also accredited IOC "B" badges. Among these, virtually all of the IOC secretariat badges had to be reissued because of a special request to have the access zones changed.

Rebadging centers

Olympic Family rebadging centers were located at the UCLA, USC and UCSB Villages. UCSB was also an initial accreditation center for competitors residing at the village.

Rebadging centers were utilized by the Olympic Family when a badge was lost or was in error and needed to be corrected and reissued. Transferable "C" exchanges (replacement badges) were also printed and issued at these centers. No initial data entry was anticipated at the rebadging centers, although a few badges were printed and issued for the first time.

Because all voided badges were handled by the OAC, good communication was essential between the rebadging centers and the OAC. There were no significant problems with this facet of accreditation.

5.02.4

Special cases: Nature and disposition

The Biltmore Hotel was the location where special requests for accreditation were determined. Special requests fell into two categories: "G" accreditation by invitation and "gift" accreditation.

"G" badge accreditations

The grant of "G" accreditations for distinguished guests was considered by the LAOOC for the head of state, chief of government and/or minister of sports of participating countries. The number of "G" accreditations granted to each country was determined by the LAOOC. A letter was sent to each NOC on 29 July 1983 asking each to specify their "G" accreditation requests. Only 60 NOCs had responded to this letter by February 1984. Each individual with a "G" accreditation was also entitled to a "G" accreditation for an accompanying person.

In April 1984, the LAOOC responded to requests submitted by the NOCs. A telex was sent to the NOC outlining which "G" badge had been approved, followed by a letter and a form for the NOC to complete and return prior to a specified date. Less than 50 percent of the NOCs returned the form by the stated deadline.

During the week prior to the Opening Ceremonies, as well as throughout the Games, there were numerous requests for "G" accreditations which were considered on an individual basis by the LAOOC. There were also numerous changes in the names of holders of "G" accreditations. As a consequence of the many changes and new approvals, the Biltmore did a heavy volume of on-line printing and persons receiving new accreditations often experienced a delay in receiving their badges.

Gift badges

The LAOOC anticipated that many requests for gift or non-charter-mandated accreditations would be made at the Biltmore. One LAOOC executive was designated as the person to whom the requests for accreditation should be addressed. Initially it was believed that all requests would be made to that executive personally. However, the number of requests was so great, particularly from 20-22 July, that it was impossible for one person to handle them. The requests were made orally and in

writing to accreditation staff and also through the Protocol office. The requests took all forms, e.g., on scraps of paper, on formal letterhead, handwritten, typed, some with complete information and some with no information other than a name. Persons making a request were told by were told by the accreditation staff that a decision would take 24 to 48 hours. Nevertheless, those persons often returned two or three times a day to inquire about the status of the request.

In responding to the large volume of requests, new procedures were developed. All persons requesting accreditation through their IOC affiliation were required to present a letter signed by the director of the IOC. All persons seeking accreditation through IOC President Juan Antonio Samaranch were required to present a letter signed by him. All persons requesting accreditation through their NOC affiliation were required to present a letter signed by the president of their NOC. Persons requesting a change in accreditation category or in access privileges were required to present reasons for the change.

The requests for gift accreditation fell into the following categories:

- Spouses, children, relatives of Charter-mandated accredited persons
- Friends and associates of IOC officials
- Family and friends of IF officials
- Former Olympians
- Members of U.S. national governing bodies
- Observers from bidding cities
- Ambassadors from foreign nations and members of local consulates
- Press requests, which were referred to the Main Press Center

Grants of gift accreditations were all approved or disapproved by the president of the LAOOC. If a gift accreditation was granted it generally fell into one of three categories:

- "B" accreditation; had standard NOC or IF access. These were granted at the request of various people in unusual circumstances. A maximum of 50 of these were granted.
- "C" accreditations; had a ticket pictogram and zone 5. No function was put on the badge, just an organization affiliation. There were more than 150 of these, primarily for children or family members of "A" and "B" cardholders.
- "O" accreditation; had infinity pictogram and zones 3, 4, 5, 7. These people were not entitled to seating. This type of accreditation was for people affiliated with other OCOGs, bidding cities or similar organizations. There were a total of 162 granted.

In total, almost 400 gift accreditations were issued, far in excess of original LAOOC estimates.

5.03

Accreditation and access coding of staff

5.03.1

Concept of the staff badging system: "K," "Ks" and "L"

The concept of badging support personnel was developed in January 1984. It was decided that the 44,000 estimated LAOOC paid and volunteer staff would receive a two-part "L" badge (for LAOOC) regardless of their job function or access requirements. Only Olympic Arts Festival staff and some marathon road course marshals would not be included. For non-LAOOC personnel-referred to as contractors—the "K" badge (also two-part) was assigned. There were four categories of "K" personnel, three of which were eliminated from the complete badging process. They were:

- Those requiring access only to public areas
- Those whose access requirements were infrequent or for emergencies only
- Law enforcement personnel whose uniforms and badges were sufficient when accompanied by a generic non-personalized badge issued at a site

To handle these contractors, the LAOOC developed the public area-only badge, the construction pass, the emergency service pass, and the temporary work pass and the "Ks" generic law enforcement badges. These proved to be essential to the eventual success of the on-line badge print program by eliminating more than 18,000 individual applications and badges.

More importantly, by creating different categories of badges the LAOOC could differentiate the services and perquisites available to support personnel. For example, all "L"-badged employees were entitled to a free box lunch for every eight hours worked, insurance coverage and a uniform at LAOOC expense. The LAOOC did not wish to be in a position where it would have to feed thousands of contractors or security personnel, at an expense which would have run into millions of dollars. In order to participate in the box lunch program "K" badge holders or their employers were required to purchase the meal coupons from the LAOOC. It was felt that it was not necessary to provide perquisites to individuals or companies from which the LAOOC was purchasing services.

**5.03.2
Procedures for accreditation
of LAOOC staff**

The LAOOC staff accreditation badge had two parts. The upper portion of the badge contained information on the identity of the person, including name, letter category ("L"), PID number and bar code. The lower portion of the badge contained the access information including the site pictogram, access zones, job title, location and badge capture or non-capture indicator. By separating the badge into two parts the LAOOC had the ability to create the two badge portions at different times. More importantly, the two-part badge provided the flexibility to change an individual's access privileges without remaking the entire badge and especially without the re-taking of photographs.

The accreditation procedure for LAOOC staff took place in six distinct stages.

First, it was necessary to identify the individual applicant and match him to a particular job function. For each job function the LAOOC assigned a unique number, called a requisition number. When an application was submitted and assigned to a requisition number, the applicant was automatically processed for a security clearance. Fingerprints of each applicant were taken to complete the security check process. The Security Department entered the results of the police agency review into the accreditation computer system, and if the clearance was negative, the individual was deleted from the requisition and the system blocked any Games assignment for that person.

The second part of the accreditation procedure required the applicant to be photographed at an accreditation center. Once a photo was taken, it was glued onto a pre-printed insert containing the applicant's name and was placed in a plastic pouch and laminated. The badge was filed at the accreditation center. This completed the upper portion of the two-part badge.

The third step was for the staff member to be assigned site and access privileges, which were placed on the lower half of the badge. It was the responsibility of a venue management team, composed of the commissioner, the venue director, the venue access control manager, the venue security manager, competition director and an accreditation/access control staff member to determine access assignments. Where access to multiple sites was necessary, the application was reviewed by the Accreditation Department. The site and access privileges assigned were input into the accreditation system and later matched to the individual's application number.

Next was for the generation of the lower portion of the badge. These access credentials were prepared for mass printing from 24 June to 15 July. An average of 5,000 badges per day were run.



8



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8 Non-LAOOC support personnel, or contractors, are assigned one of four categories of "K" badges.

9 Games staffing applicants are photographed at accreditation centers around Los Angeles in the months preceding the Games.

10 Games staffing photos are glued to a pre-printed insert containing the applicant's name and placed in a plastic pouch and laminated.

Accreditation and Access Control

The fifth step in badge production was matching and assembling the two badge parts; the upper portion (identification) and the lower portion containing the access information.

The final step was distribution.

5.03.3 Processing the LAOOC staff applicants

Most applicants for Games positions came to the LAOOC in two different ways: as a direct referral from someone already employed by the LAOOC or by drop-in to one of the four staffing and recruitment centers. The process of issuing a Games credential to LAOOC support personnel began by completing a Games staffing application. All existing LAOOC personnel were also required to complete this application. The information from this form was filed into the computer system and the applicant's name and application number were linked to a job requisition number thus filling a specific position. The new staff member was given a completed "Terms and Conditions" letter to read and sign. This form detailed the conditions of employment, the rate of pay (if any), the applicant's name, application number and job requisition number.

The applicant was then required to visit one of eight accreditation centers, four of which were established at the staffing centers. The accreditation centers each had the same equipment and staffing level. Space, equipment and personnel requirements were defined based on the projected flow of people to be accredited each day.

The identity of Games staff members was verified before going through the actual badging process. Staff members were required to present a "Terms and Conditions" (proof-of-hire) letter along with a photographic identification card (preferably a California driver's license). If the subject could not produce both of these items, he would not be processed for a credential and the supervisor of the Games Staffing Center would be notified.

After the individual's identity had been verified, he was processed through the following credential fabrication procedure:

- Step 1; the badge was printed following data entry. In the event of a misprinted badge, the insert was removed from the printer, stamped void, notated with the reason for voiding and initialed by the person who voided it. A new insert was then printed.
- Step 2; the Games staff member was photographed. Each sheet of self-processing film had space for four photographs.
- Step 3; the printed badge was removed from the printer and signed by the subject.
- Step 4; the strip of film was pulled from the camera and placed into a 60-second flow timer. When the film dropped out of the bottom of the flow timer, the negative was peeled away and discarded.

- Step 5; the now-developed photographic sheet was cropped and each of the four subject photos was detached from the strip and glued to a corresponding place on the badge.
- Step 6; the badge was laminated.
- Step 7; the badge was wanded with the bar code reader.

At the conclusion of each day, the identification credentials were counted against the number of badge forms that were actually printed, not including misprints.

The identification badges were then taken to the LAOOC's administrative headquarters (the Marina Center) and placed in a locked box daily to be collated and stored until final distribution.

Three mobile accreditation units (MAUs) were established to credential large groups of people unable to get to an accreditation center. These units were set up in three 20-foot recreational vehicles and were equipped with a camera and provided work space for four. Since none of the MAUs were on-line to the accreditation computer system, MAU badging procedures varied greatly from those at the accreditation centers. In total, the mobile accreditation units produced more than 10,000 credentials or 16 percent of the staff/contractor total.

The mobile accreditation units' function was to travel to remote sites and process groups of 100 or more. The department requesting the services reserved an MAU in advance and the MAU staff pre-printed the badge inserts needed for the group appointment. The objective was to match the pre-printed insert to the verified individual applicant, take the photograph and laminate the insert.

Approximately 800 square feet of space and two 110-volt electrical outlets were required for the MAU. The MAU could accommodate 120 people per hour if properly scheduled. While the concept of the mobile accreditation centers was good, the units proved difficult to manage efficiently. Departments requesting the service usually did not know who would attend the session. Typically, the no-show rate was 50 percent; moreover, many applicants asked to have their pictures taken for later attachment to a not-yet-printed insert. In total, 36 percent of pictures taken had to be secured for later use at the central offices.

Access credentials—the lower portion of the badge—were prepared by computer in mass print runs and matched to the identification portions—the upper part of the badge—that had been previously filed in PID number order. Mass print runs were done between 24 June and 15 July, averaging 5,000 per run.

Initial mass prints were defined by pre-determined PID ranges: 1 to 5,000; 5,001 to 10,000 and so on. Typically, about 80 percent of the access credentials within a range were printed. The

Two-part badge processing

Activity	Personnel resources	Equipment needs	Estimated time	Unit rate
Access credential printed	Data staff	Computer printer	21 hours	Three seconds
Separate stock and badges	10 clerks	4 laminators	14 hours	200 laminated in 13.5 minutes with 5 persons
Match badge parts and rivet	3 assembly lines, 3 persons per line, 4 sorters	3 rivet guns	23 hours	10 seconds per badge
Security stamp	1 person per assembly	Security imprinter	550 hours	

remaining 20 percent were not printed since those individual PID numbers were not assigned to a requisition at all or were assigned to a requisition which had not been assigned access zones.

The mass print runs were usually done overnight and took about three hours and batches were ready for fabrication by 0830 when the badge making crew came on. Printing time averaged 800 access credentials per hour, aided greatly by the fact that the bar codes were not printed on the access credentials. The access credential stock was not serially numbered, reconciled or controlled as was the ID stock.

The matching and assembly of identification and access credentials involved laminating, matching and riveting and was very time consuming. Up to 30 people at a time were utilized on several occasions in order to achieve the desired output rate of 5,000 two-part badges per day. In total, 5,750 man-hours were required to produce more than 60,000 two-part badges between 24 June and 28 July.

The final process in badge production was distribution. The completed two-part badges were sorted by site code and distributed accordingly. The distribution scheme was as follows:

- All "L" and "K" badges assigned to a specific site code were distributed to that location.
- Badges for staff assigned to the Marina Center were distributed at the Marina Accreditation Center (MAC).
- "Ks" badges with multi-site access privileges were distributed at the MAC since they were not assigned to a specific location.

Distribution to venues and other sites was accomplished by:

- Delivery via accreditation vehicles and personnel
- Inter-office mail via LAOOC courier
- Pick-up by personnel from the given site
- Issuance at accreditation centers upon fabrication after 14 July 1984

Distribution occurred between 10 July and 12 August 1984, with most of the deliveries occurring during July.

The most severe badge distribution problems occurred as a result of the movement and reassignment of personnel during those weeks after the fabrication of two-part badges began. Access credential information content was defined as of the date of printing, thus badges were distributed to the site listed on the badge even if a person had been reassigned.

5.03.4 Issuance of captured or non-captured badges

LAOOC management was concerned that support personnel might misuse their badges to observe events during times they were not working, or to negotiate their way into sites and zones beyond those authorized. It was reasoned that a badge had "power" if used by a forceful person. Although it was expected that some Olympic Family members would attempt to gain maximum advantage from their badges, it was decided that these situations would be dealt with when they occurred. However, the support personnel could be deterred from misuse of the badge by not allowing the badge to leave the site. This could be accomplished by issuing a person's badge at the beginning of his shift and capturing it again as that person completed his shift.

Arguments against this plan were that it was effective only in single site applications and costs to administer the procedure were excessive. The captured badge system also required supplemental identification cards for staff use on LAOOC transportation, as well as for verification of LAOOC association for use on public transport systems (LAOOC employees were allowed to ride at no charge upon presentation of identification with the LAOOC). One advantage of a captive badge system was that it would reduce the chance of individuals losing their badges.

Venue management was less than enthusiastic about the captive badge and had great concerns about potential delays in checking through large numbers of staff as well as the space and personnel required to manage the system. However, with the approval of the larger venues, the LAOOC's Operations Committee decided to implement a captive badge system at all venues and villages.

The captive badge decision required accreditation to expand the role of the venue access control manager and to develop procedures for staff check-in, storage and issuance of badges. The number of check-in lines was enlarged for each site to ensure that each shift could be checked in within two hours.

This caused an overall increase in staff check-in personnel at the venues and villages.

Overall, the captive badge system was effective and very few incidents of badge misuse by staff were reported. A small number of "L" badges, mostly for LAOOC senior managers, were approved for non-capture. These badges generally had all-site pictograms.

5.03.5

Procedures for accreditation of non-LAOOC staff

Accreditation badges for non-LAOOC staff were given the letter category "K," for contractor. The "K" badge, like the "L" badge, had two parts and was fabricated in essentially the same manner. The upper portion of the badge contained personal identity information such as the letter category ("K"), name, PID number and the bar code. The lower portion of the badge included the site pictogram, access zone, job title, company name and captive or non-captive indicator. Like the "L" badge, the two parts of the "K" badge were fabricated at different times and later physically riveted together.

The accreditation procedure for non-LAOOC staff member "K" badge holders varied only slightly from that for "L" badges. The initial step was to identify the individuals and organizations under contract. In January 1984, the LAOOC formed the Contractor Accreditation Unit which began to actively identify contracting organizations and develop a roster of more than 400 companies. As contractor companies were identified, each was given one or more requisition numbers and all applicants working for the company were assigned that requisition number. This differed from the LAOOC staff application process in which the individual applicant was assigned a job with a unique requisition number. Because contractor requirements were so difficult to assess, the decision to abandon the requisition process for contractors simplified and expedited initial processing of applications. It allowed for the preparation of individual identification cards before job title and location information were available. The decision to utilize the two-part badge proved to be of critical importance.

Once contracting firms were identified and assigned the requisition number, individual applications could be accepted and assigned. This activated the individual's ability to receive a contractor accreditation badge. When the individual application was filed, a security agency check was initiated. The assignment of access privileges would be blocked by the computer if an individual did not receive clearance. The next step required the applicant to be photographed at one of the credentialing centers or, if available, the mobile accreditation unit. After the photo was taken it was glued onto a pre-printed "K" badge insert containing the applicant's name and

company. The insert and photo together were then laminated and filed at the Marina Center. This completed the preparation of the upper portion of the two-part badge.

The next step was for the contractor to request site and access privileges based upon job functions and requirements. If single site access was requested, it was the responsibility of the venue management team to assign the privileges at their respective venues. This team was composed of the commissioner, venue director, access control manager, venue security manager, competition director and a member of the contractor accreditation unit.

If the contractor requested multiple site access for an employee, an infinity pictogram or other broad access privileges, the request was reviewed and approved or denied by the director of Accreditation and the Access Privilege Review Board. The five-member Access Privilege Review Board was established by management and composed of department representatives from competition and venue management, villages, Games staffing, security and accreditation. The assignment of multiple site access to contractors was restricted to the fullest extent possible. The use of the conditional access pictograms and the strongly-enforced policy to assign people to a single site whenever possible was generally successful.

Once the access and site privileges were assigned and input, the computer was then ready to generate the lower portion of the badge. The access credentials were prepared by mass badge print. The final step was assembly. The completed badges were then distributed to the assigned venue or, in the case of multiple-site badges, stored at the Marina Center for pick-up.

Public area badges

A public area badge (PAB) was developed for contractor personnel who required regular, recurring access to competition venues but only to public (spectator) areas. The badges were issued to concessionaires, maintenance companies, contract crowd management companies and other groups to identify personnel at a site who were admitted based on a shift assignment roster. The rosters were received or controlled by the LAOOC venue access control manager or a company representative accountable to the LAOOC.

The PAB was a laminated one-part badge made from pre-printed badge stock. The badge identified the personnel working in public areas by venue and company name. Each PAB had an individual serial number printed on it. With the company name on the badge, the contracting company could be held accountable for its employees.



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11 A captured badge system prevents misuse of badges.



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12 A time-consuming process of marching up the proper portions of the two-part accreditation badges is followed by assembly and lamination of each badge.

The PAB allowed site access but eliminated the need to issue permanent or temporary credentials on an individual basis. Additionally, the PAB gave contractor employees a sense of identification with the overall Olympic activity.

Each access control manager was issued a small extra supply of public area badges to use as necessary. The venue access control managers worked directly with the contractor at each site to develop the most feasible system to distribute and manage the badges on a daily basis. While there were reservations about the public area badge program, the administrative difficulties in trying to run security checks and fully accredit thousands of people hired close to the opening of the Games were impossible. In all, more than 12,500 PABs were issued.

5.03.6

Processing of non-LAOOC staff applicants

Detailed procedures were followed for obtaining and processing applications for accreditation of non-LAOOC personnel (i.e., contractors and outside third parties). This processing differed only slightly from LAOOC staff processing.

Each contractor and third party group which required access to Games sites was given a contractor identification

Accreditation and Access Control

number and assigned to a specific LAOOC department. An LAOOC department contact explained LAOOC access control policies and procedures to each contractor and helped determine the number of applications required.

Applications were then issued on a strictly controlled basis to the contractor by the LAOOC Security Department. Each contractor was required to maintain an LAOOC Accreditation Application Log to account for each application form by number. All applications were individually numbered and became unusable if copied, since the computer system rejected duplicate numbers.

The contractor was responsible for completing each application form with the full name and job title of each employee as it appeared on company payroll records. The contractor instructed each employee how to complete the application form clearly and completely. The forms were confidential documents and employees were instructed to mail the completed form directly to the LAOOC Security Department or return it to the company contact who returned the forms directly to the LAOOC.

Periodic computer printouts by contractor number verified the status of applications returned and processed. The contractor was provided copies of the printout to reconcile its log of applications against that of the LAOOC. If any names appeared on the printout that were not on the contractor log, the contractor notified the LAOOC for directions.

All documents were completed carefully and submitted prior to 20 April. All necessary clearances were required prior to photographing and laminating badge inserts. Contractor access information was keyed into the accreditation computer system and within two weeks after submission of the completed forms, contractor employees were requested to make an appointment for badge preparation.

Contractors could request the dispatch of a mobile unit to handle preparation of pre-printed ID cards (upper portion of the badge). The request was subject to Accreditation Department approval and MAU availability.

Contractor employees presented proof of identity at the accreditation center and had photographs taken. At the same appointment, each applicant was fingerprinted for the background check. The photograph was affixed to the upper portion of the badge, the badge was laminated and filed at the Marina Center by PID number.

Based on contractor requests and requirements, access privileges were assigned to each employee. Data processing generated a computerized access list for each contractor. Access credentials were then printed in sequence by PID number. Those per-

Statistical summary of the contractor accreditation program

Standard "K" badges produced on IBM System 38		Total
Applications processed	43,517	
Identification cards prepared	28,574	
Badges distributed	28,500	28,500
Special "K" badges produced by personal computer		
Individual names entered	1,900	1,900
Generic law enforcement "Ks" badges		
Various police agencies	3,674	
Los Angeles Fire Department	20	3,684
Public area badges		
Specific contractors	11,141	
Venue generic badge	1,610	12,751
Grand Total		46,845

sons who did not clear the security check were removed from the accreditation computer file.

Accreditation hand matched (upper) ID cards by PID number with the associated access credentials (lower), and physically riveted the two parts together to complete the badge. If the two matching badge parts (ID card and access credential) were not easily found, the Accreditation Department resolved the problem by using the on-line computer system.

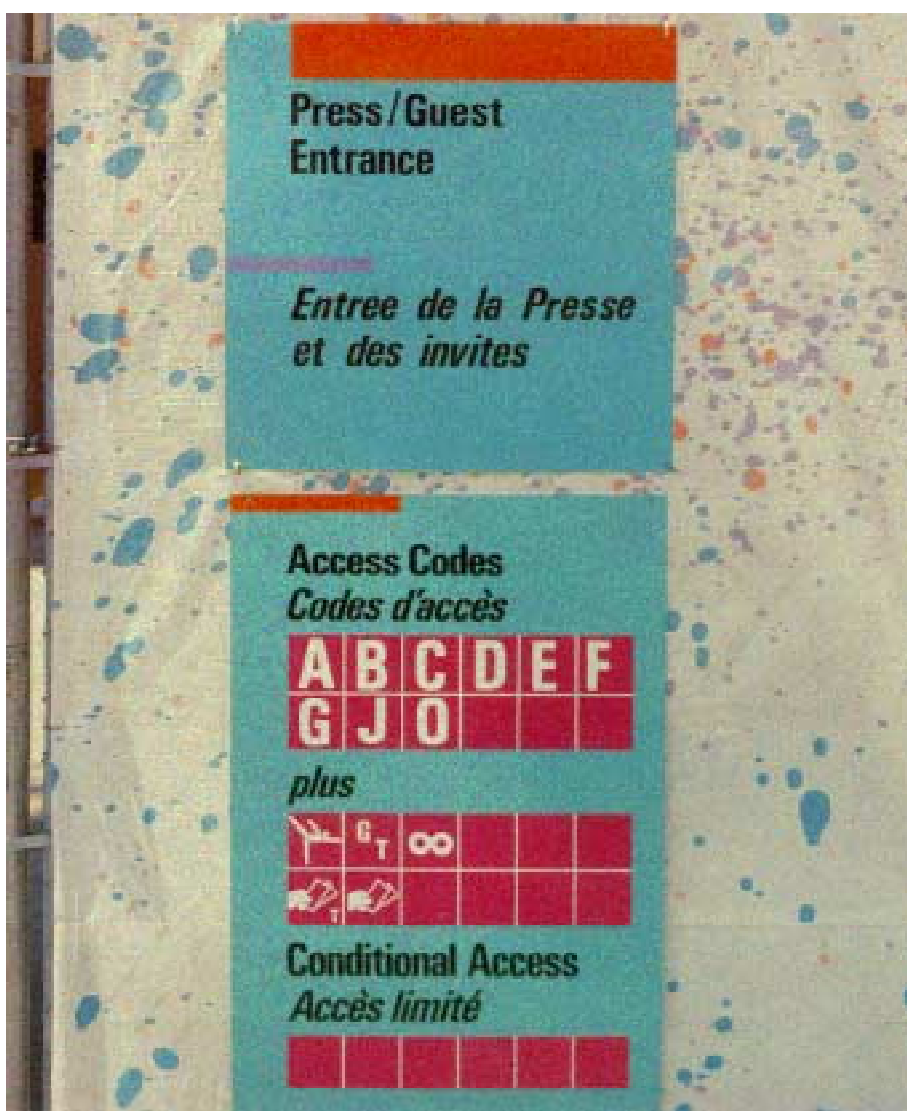
Completed "L" and "K" badges were stored together in sequence by access credential location code. Those badges with multiple access were stored at the Marina Accreditation Center in PID number sequence. Accreditation later forwarded all badges except those with multi-site access to venues.

5.03.7

Special procedures for security personnel

In May 1984, it was decided to use a special generic badge for uniformed law enforcement personnel. The badge used the letters "Ks" (for security), did not include a photograph of the bearer and was issued to the law enforcement agency and not to a specific individual. Several factors led to the decision to use this special badge:

- More than 38 law enforcement agencies were involved and each rotated many of its regular staff for Olympic duty assignments.



13 Access control points and restrictions are visible at the venues.

- Some agencies wanted to charge the LAOOC for time to accredit their personnel.
- Distinctive uniforms and police agency badges were already in use in each jurisdiction.
- Computer processing time was overtaxed as it was.
- Law enforcement personnel had a history of abusing access privileges to events.

Law enforcement agencies made their request for generic "Ks" badges through the LAOOC Security Department. Once the number of credentials were agreed upon, the Security Department submitted that request in writing to the Accreditation Department. The request detailed the number of generic "Ks" badges required and the access zones to be assigned.

The generic credentials were produced using standard "K" badge stock. The agency name and venue location were printed on each badge, which also included a bar code and a unique PID number. The phrase "no photo required" was printed in the photo area to further indicate that it was a non-individualized generic badge that required the individual to have a uniform and law enforcement agency badge in order for the "Ks" badge to have any validity.

The issuing agency supervised the disbursement and collection of badges among its own officers. This control proved very effective. In total, the LAOOC issued nearly 3,700 generic "Ks" badges.

5.03.8 Staff accreditation requirements in the Games period

Several varieties of badges were developed for the actual Games period in order to accommodate unique situations or requirements. A temporary pass sub-system was established to handle problems which arose when an individual requiring access to an Olympic site did not have the appropriate credential.

Construction

This pass was for entry to an Olympic site by construction personnel prior to the opening of the site for the Olympics. The pass used an adhesive backing and was attached to a person's clothing. These passes were issued by either the construction site supervisor or the site security manager. At their discretion, the pass could be date stamped to provide limited access to the site.

This pass system worked adequately but problems arose when construction at the site continued into the training and competition dates.

Course marshal

This pass was developed along the same lines as the construction pass. It was issued to Games personnel involved in working the edge of the public area on the course for the marathons and race walks. It was primarily a form of identification since it did not give special access to the bearer.

Emergency service pass

The emergency service pass gave access to a non-credentialed person on an emergency basis upon clearance from venue security. The emergency term did not mean necessarily a life-threatening situation but rather an important but unplanned visit to an Olympic site. This pass was used sparingly since no major "emergencies" presented themselves at the venues, but was worthwhile because it eliminated the need to provide full accreditation to a great number of people who might have needed access to a site once or twice during the course of the Games.

Temporary change of access

This type of pass was used for temporary access until a permanent access credential replaced it or additional access was no longer required. The temporary change of access pass was not used a great deal, owing to the quickness with which a new access credential could be generated.

Temporary work pass

The temporary work pass was developed to give access to credentialed personnel who required additional access and who had lost or never received a credential. This pass allowed the individual to function at a specific site, but only for a limited, predetermined amount of time, usually one day. This type of pass was heavily used during the Games because of the relatively high number of Olympic credentials that never arrived, or arrived late, at the Olympic sites. At several venues, photographs were affixed to the temporary work pass and the pass was laminated, creating a "semi-permanent" credential. At other venues, the pass was valid for several days, and, in special situations, used for multi-site access.

Venue pass

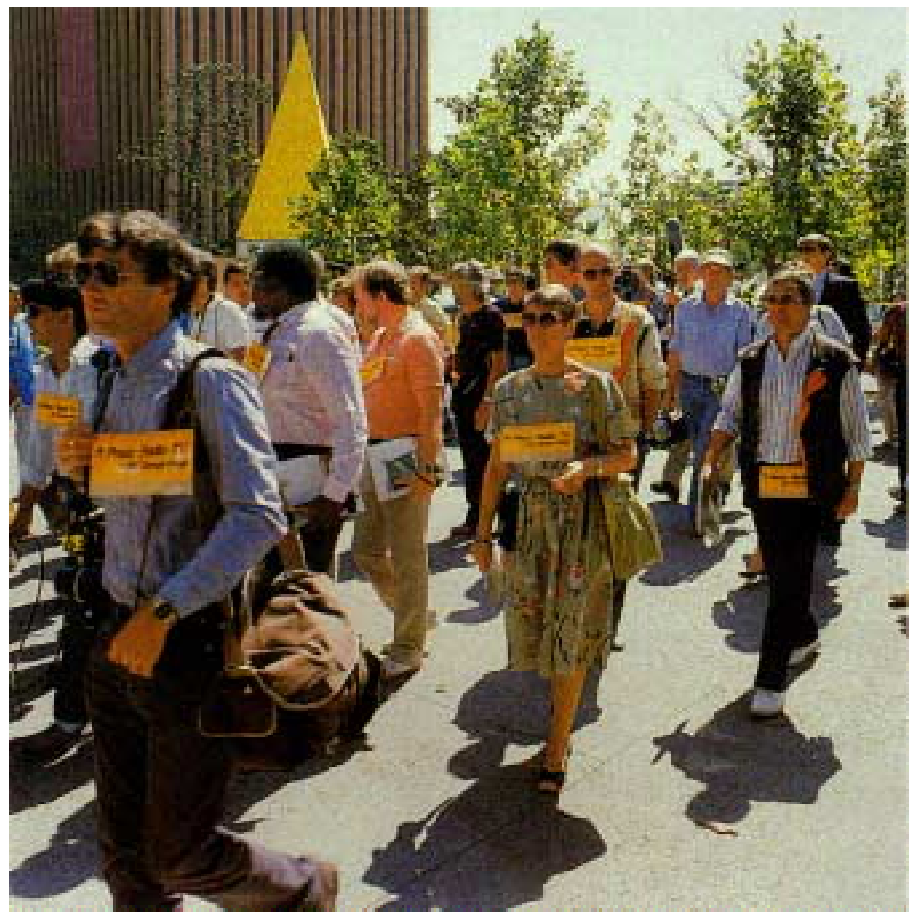
The venue pass was used by the commissioner to give access to a limited number of individuals (usually uncredentialed) for VIP or protocol reasons. The number of venue passes given out per competition session was determined prior to the start of the Games and varied with the size of the venue.

Olympic Family lounge

This pass resembled a standard size business card and was designed to give access to the Olympic Family lounge at each venue. The commissioner was given a supply of these cards to give out to anyone who already had access to the specific site but not to the lounge (zone 5).

Village NOC guest

The village NOC guest pass was developed to allow guests of the NOCs to visit their delegations at the Olympic villages. The number of guest passes per delegation was determined by the size of the delegation in residence at the village. In addition to these NOC specific passes, the mayor and administrative officer at the village were given a set of guest passes to handle overflow and special delegation requests. The guest passes were sequentially numbered, marked with the country and village abbreviations and laminated.



14

The system worked well, requiring only the addition of an inter-pass system to move the NOC guests from the main entrance of the village to the credential/pass exchange area.

As the Games progressed, it became apparent that issuance of temporary passes would not satisfy all the needs for access changes and that the individual assignments of access privileges were not completely accurate. In many cases, the original assignment was accurate but the individual or group later required a different set of access privileges. The rate of production and fabrication of access credentials did not allow for a major distribution of new, individual access credentials (i.e. access credentials linked to individual PID numbers). Instead, generic access credentials were printed en masse with the required access privileges, but with a generic PID number (999999). The production of these credentials was several times faster than that of the individualized access credentials. The generic production was done on two levels: a request or case-by-case basis and in anticipation of requests from venues or departments.

When a new access credential was generated and assigned to an individual, the existing access credential on the badge was removed and the new one riveted on.

The combination of temporary and special access passes along with the ability to change access privileges gave the system the great flexibility

14 To gain entry into the village press areas, each journalist exchanges his Olympic credential for a village press badge.

Accreditation and Access Control

which was necessary for successful operation of Games access control in the face of changing individual responsibilities on a day-to-day basis.

5.04 Access control

5.04.1 Nature of access control requirements

The primary function of access control was to control passage into and within Olympic sites to those persons authorized. Authorized entry was determined by the letter designation on the identification (ID) portion of the badge and the pictogram shown on the access portion of the credential. Passage within an Olympic site was controlled by the zone numbers listed on the access credential.

Successful implementation of the access control could only be accomplished after the proper identification, credentialing and access privilege assignment processes were completed.

Expecting errors in all three phases of implementation, a sub-system of temporary badges was established to give temporary access to those individuals who required access but did not have the appropriate credentials.

In addition, special credentials were developed for those persons who needed to be at a site on a long term basis but did not require access to

secured zones within the site (public area badges).

The two phases of accreditation and access control were bound together by the ultimate goal of accurately identifying all personnel having a proper function within the Olympic sites. The access control phase could not be effectively implemented unless the accreditation phase had successfully identified those individuals and given them proper credentials.

The two general areas of venue access control were at entry points and between intra-venue access zones. Access control staff were known as staff check-in clerks and access controllers. The clerks were primarily based at the Olympic staff entry point while the access controllers were positioned at access control points throughout the venue. These personnel rotated assignments throughout the course of a day.

Access control within a village focused on the control of entry points. Personnel were divided between two entry points: the staff entry point (for Games staff) and the main entrance (for athletes, Olympic Family members and accredited media). Personnel were trained to work exclusively at one entry point and did not work the other.

5.04.2 Relationship of access control to security

Access control was responsible for access and internal movement within a site while security personnel were concerned with controlling personnel for security and safety purposes. At various access control points, such as the athlete entrance where security was in charge, guards functioned as access controllers. As a general rule, however, access control and security shared responsibilities at each venue access point.

Access control personnel in the villages were again concerned with the administrative functions of access control, while security personnel were concerned with the safety of village residents and integrity of the village fence lines. Law enforcement officers were present in all phases of access control, especially in situations where a person was refused entry. If the situation appeared volatile, law enforcement removed the individual from the premises.

The law enforcement officers had no direct reporting relationship to access control management. It was, therefore, the responsibility of the supervisor for each shift to understand the duties of law enforcement and to coordinate the responsibilities of the access control staff with those of law enforcement and the contract security personnel.

Unlike the venues, the villages had only two zones-the village common area (zone 7) and the housing areas (zone 8). Contract security personnel, backed up by law enforcement officers, operated the magnetometers at the entrance to and within each village. Access control staff was not present at these areas.

5.04.3 Recruitment of access control management and staff

The basic operating philosophy of access control was based on the dual concepts of volunteerism and venue autonomy. While the initial intent was to have paid access control managers and volunteer access controllers and staff check-in personnel, this concept changed in March 1984 and became an all-volunteer work force. Senior management felt that a significantly stronger level of management and a higher level of commitment would be obtained by using volunteers at every level and outweighed the potential for reduced time availability.

Within a venue, the access control manager (ACM) operated the access control system. The ACM reported directly to the venue director and/or commissioner. The ACM was autonomous and only contacted the access control staff at the Marina Center for

"F" Accreditation badges issued to each NOC

NOC	F	Fo	Fx	Total	NOC	F	Fo	Fx	Total	NOC	F	Fo	Fx	Total	NOC	F	Fo	Fx	Total
AFG	0	0	0	0	ECU	12	14	0	26	KUW	26	14	0	40	SAM	9	2	0	11
AHO	0	0	0	0	EGY	112	47	0	159	LAO	0	0	0	0	SAU	49	23	2	74
ALB	0	0	0	0	ESA	12	5	0	17	LBA	7	7	0	14	SEN	24	17	6	47
ALG	36	17	0	53	ESP	191	75	8	274	LBR	9	2	0	11	SEY	9	2	0	11
AND	2	1	0	3	ETH	0	0	0	0	LES	4	4	0	8	SIN	5	6	0	11
ANG	0	0	0	0	FIJ	15	6	0	21	LIB	24	13	0	37	SLE	12	3	0	15
ANT	26	13	0	39	FIN	89	45	0	134	LIE	9	6	0	15	SMR	19	10	0	29
ARG	85	46	0	131	FRA	259	107	27	393	LUX	5	5	0	10	SOL	4	0	0	4
AUS	257	0	6	263	FRG	421	156	61	638	MAD	5	3	0	8	SOM	7	5	0	12
AUT	106	58	0	164	GAB	4	2	0	6	MAL	22	15	0	37	SRI	4	1	0	5
BAH	24	13	0	37	GAM	13	4	0	17	MAR	32	14	0	46	SUD	9	8	0	17
BAN	1	1	0	2	GBR	478	165	21	664	MAW	15	3	0	18	SUI	147	48	2	197
BAR	16	11	0	27	GDR	0	0	0	0	MEX	103	78	0	181	SUR	5	6	0	11
BEL	84	45	0	129	GEQ	6	1	0	7	MGL	0	0	0	0	SWE	189	84	0	273
BEN	4	1	0	5	GHA	24	10	0	34	MLI	4	3	0	7	SWZ	8	5	0	13
BER	14	10	0	24	GRE	65	32	0	97	MLT	10	6	0	16	SYR	9	4	0	13
BHU	6	4	0	10	GRA	8	4	0	12	MON	8	5	0	13	TAN	19	14	0	33
BIR	1	2	0	3	GUA	23	23	0	46	MOZ	9	5	0	14	TCH	0	0	0	0
BIZ	12	4	0	16	GUI	3	5	0	8	MRI	5	1	0	6	THA	51	25	0	76
BOL	13	4	0	17	GUY	10	7	0	17	MTN	3	3	0	6	TOG	5	2	0	7
BOT	7	1	0	8	HAI	3	2	0	5	NCA	25	17	0	42	TON	7	4	0	11
BRA	153	69	1	223	HKG	48	14	0	62	NEP	11	5	0	16	TPE	60	28	0	88
BRN	12	10	0	22	HOL	144	61	0	205	NGR	33	18	2	53	TRI	15	10	0	25
BUL	0	0	0	0	HON	13	8	0	21	NGU	7	2	0	9	TUN	23	13	0	36
CAF	3	2	0	5	HUN	0	0	0	0	NIG	5	3	0	8	TUR	46	17	0	63
CAN	466	159	38	663	INA	18	16	0	34	NOR	118	48	4	170	UAE	7	2	0	9
CAY	9	7	0	16	IND	50	24	0	74	NZL	136	56	0	192	UGA	26	8	0	34
CGO	0	11	0	11	IRL	45	30	0	75	OMA	16	12	0	28	URS	0	0	0	0
CHA	4	0	0	4	IRN	0	0	0	0	PAK	31	12	0	43	URU	21	17	0	38
CHI	63	33	0	96	IRQ	24	12	0	36	PAN	8	11	0	19	USA	592	183	8	783
CHN	226	117	0	343	ISL	30	16	0	46	PAR	16	2	0	18	VEN	25	22	0	47
CIV	15	14	0	29	ISR	32	33	0	65	PER	39	25	0	64	VIE	0	0	0	0
CMR	48	27	0	75	ISV	34	22	0	56	PHI	19	22	0	41	VOL	0	0	0	0
COL	42	26	0	68	ITA	314	113	72	499	POL	0	0	0	0	YAR	3	4	0	7
CRC	32	15	0	47	IVB	9	3	0	12	POR	42	20	0	62	YMD	0	0	0	0
CUB	0	0	0	0	JAM	47	17	0	64	PRK	0	0	0	0	YUG	142	62	0	204
CYP	10	7	0	17	JOR	13	9	0	22	PUR	53	35	3	91	ZAI	7	6	0	13
DEN	67	40	0	107	JPN	256	113	5	374	QAT	27	13	0	40	ZAM	16	7	0	23
DJI	2	7	0	9	KEN	68	23	0	91	ROM	127	44	0	171	ZIM	15	10	0	25
DOM	41	25	0	66	KOR	206	92	18	316	RWA	2	1	0	4					

materiel and assistance in the arbitration of access control problems.

Large venues had assistant access control managers and all venues had one or more staff check-in supervisors who operated the staff entry points. These three positions—ACM, assistant ACM, and staff check-in supervisor—made up the access control management team at each venue.

Access control staff stationed at staff entry and working directly under the staff check-in supervisor were called staff check-in clerks. Access controllers staffed zone control points at the venue.

Within a village, the access control manager reported to the director of administration. The ACM was autonomous from the access control staff at the Marina Center also. Some of the villages had assistant access control managers and all had one or more staff check-in supervisors.

The major difference between the structure of the access control staff at the villages was that village employees were paid, whereas all venue access control staff was volunteer. The village operation was 24 hours-per-day for 33 days whereas each venue was only operational during the competition period. It was felt that the longer duration of village operations required paid employees to insure adequate staff levels over the entire term.

Manpower planning was essentially completed during the fall of 1983 as part of the venue development process. The number of access controllers was determined by the Accreditation, Security and Venue Development departments. They established access control points and determined which points should be covered by access control and which by security.

One access control manager was assigned to each venue. The number of assistant managers and supervisors was determined by the size of the staff and the length of the operating day.

Recruitment of managers was done through the accreditation/support operations management or venue management and were approved by both the commissioners and accreditation management. A direct mail campaign to the Southern California Football Officials Association produced the core of supervisors and assistant managers, a few managers and a significant number of working staff (approximately 100 in total). A similar campaign with martial arts groups netted about 60 staffers. The access control managers recruited about 150 of their own staff. The balance (about 800) came through referrals and the staffing centers. Attrition was generally very low among all categories. Of the original 22 access control managers hired, only four were replaced, primarily for an inability to commit the required time. There was no management attrition during the Games.

Weekly staff badge fabrications

Accreditation Center	Crenshaw	East L. A.	UCLA/ Westwood	Long Beach	Marina Center	UCSB Village	Uniform Dist.	USC Village	Mobile Accred.	Weekly totals
26 March - April 1	23	23	15	0	0	0	0	0	0	61
2 April - April 8	145	74	211	228	25	0	0	0	0	683
9 April - April 15	167	37	104	58	0	0	0	0	37	403
16 April - April 22	121	58	216	220	61	0	0	0	0	676
23 April - April 29	214	175	424	370	311	0	0	0	0	1,494
30 April - May 6	496	349	648	498	308	0	0	0	66	2,365
7 May - May 13	358	433	596	454	395	0	0	0	105	2,341
14 May - May 20	319	190	320	314	203	0	0	0	103	1,449
21 May - May 27	596	340	616	370	506	0	0	0	610	3,038
28 May - June 3	452	407	832	525	854	0	0	0	501	3,571
4 June - June 10	691	668	704	744	261	0	0	0	552	3,620
11 June - June 17	1,158	1,144	1,246	1,414	1,400	103	41	0	271	6,777
18 June - June 24	300	331	471	405	849	84	124	0	721	3,285
25 June - July 1	548	302	659	475	394	92	552	0	1,843	4,865
2 July - July 8	5	0	1,339	845	423	341	500	0	1,164	4,617
9 July - July 15	0	0	960	1,130	1,233	74	1,421	265	2,111	7,194
16 July - July 22	0	0	441	309	1,262	80	791	97	828	3,808
23 July - July 29	0	0	569	398	1,052	111	1,111	987	270	4,498
30 July - August 5	0	0	286	181	1,345	124	432	797	1,106	4,271
6 August - August 12	0	0	205	53	522	48	133	220	0	1,181
Totals	5,593	4,531	10,862	8,991	11,404	1,057	5,105	2,366	10,288	60,197

5.04.4

Training of access control staff

Management training began shortly after recruitment and at least four months before the start of the Games. The training sessions were held in the evenings, initially bi-weekly, then once a week. The access control supervisors were included during the last two months of training sessions.

The general format was stand-up presentations augmented by detailed written handouts. The training emphasized the goals and values of the Accreditation Department and its role at each venue. A portion of the training was devoted to role-playing. Access problems and situations were simulated, and managers were taught how to use the system.

A full-time training coordinator was added at this time who focused on the training objectives. Some venue directors and security managers also attended the training sessions. Access control managers were given suggested training materials and a plan to train venue staff members.

In general, the training program was started too late, since it could have been more effective. It was, however, more than satisfactory, especially given the time constraints.

5.04.5

Operations of access control during the Games

Entry to an Olympic venue was given to those needing access, generally a competing athlete, a working member of the press, a delivery person, a ticketed spectator, an Olympic Family member or an Olympic staff member. Signs at several points outside of the

venue directed people to the appropriate entrance. In addition, these signs indicated the credentials and access privileges necessary for access through that particular entrance.

Competing athletes entered through the athlete entrance, usually aboard a bus coming from an Olympic village. As the athletes departed the bus, their credentials were inspected by either an access controller or a security officer to verify that the letter designation was "F" and the pictogram on the access credential corresponded to the sport being played at the venue. After the badge bar code was wanded, the athlete passed into the venue.

A working member of the press entered through the press entry. His or her credential was checked for the appropriate letter designation ("E") (almost all of which had infinity pictograms). This process was conducted by an access controller. The credential was not wanded due to problems in the printing of bar codes on the "E" credentials.

A delivery person entered the venue through a designated vehicle delivery entrance. A security officer checked the delivery person's credential and then checked a delivery log to make sure that the delivery was scheduled. The security guard then inspected the vehicle and wanded the credential. The delivery person was then allowed to enter the venue.

A ticketed spectator gained entrance to the venue through the use of a spectator gate. Neither access control nor security checked spectators.

An Olympic Family member entered a venue through the VIP/guest entry point. This point was usually manned by access control, security and protocol. Each Olympic Family member's

credential was inspected for the appropriate letter designation and pictogram by an access controller. In some situations, particularly at high demand sport events, the access controller asked the Olympic Family member for a ticket. If the credentials were in order, the bar code of the credential was wanded and the Olympic Family member was allowed entry.

An Olympic staff member requiring entrance into a venue entered through the staff check-in point. Those staff members who had captive badges picked up their credentials from a staff check-in clerk. They proceeded to a bar code stand where their badges were wanded and proceeded to their work station. Those individuals who possessed non-captive badges proceeded directly to the bar code stand. It was at this point that their credentials were checked for the appropriate pictogram. The bar code was wanded and they entered the venue.

Personnel who arrived at the wrong entry point were directed to the right area. In cases where an individual arrived without a credential or with an inappropriate credential, access control determined the validity of their claim for venue access. If the claim was legitimate, access control issued a temporary work pass or an emergency service pass.

Entry to an Olympic village, like a venue, depended on the individual and the reason for access. Signs at several points outside of the village directed people to the appropriate entrance.

Accreditation and Access Control

An athlete entered the village either through the athlete bus entrance or on foot through the main entrance. Those arriving by bus had their credentials inspected by a security officer or by a check-in clerk at the main entrance. The person that did the check-in verified that the letter designation was an "F." After the badge bar code was wanded, the athlete passed into the village.

A bar code reader was located at the main entrance only. A working member of the media entered through the main entrance. His credential was checked for the appropriate letter designation ("E") by an access controller. The member of the media would then go through a security inspection point and be escorted into the credential exchange section of the entry area. At this point, the journalist exchanged his Olympic credential for a village press badge and entered the village press area. The number of media allowed in each village was limited to 200 at any one time at the UCLA or USC villages and to 40 at UCSB.

Olympic Family and vehicle delivery entry into the villages was basically the same as at the venues. Staff check-in also followed the venue procedure.

Guests of NOC delegations entered the village through the main entrance. If a pass was available each delegation was allocated a number of guest passes based on its delegation size—the guest went through the security inspection point and was escorted to the credential exchange section of the entry area. At this point, the guest exchanged some form of identification for one of the NOC's guest badges. The guest was then escorted to the waiting area where he or she was met by a representative of the NOC and admitted to the village.

All Olympic credentials contained bar codes encoded with the personal identification number (PID) of the credential holder. The purpose of this bar code was to discourage the illegal duplication of credentials and create a method for voiding a credential. The PID number was read by a bar code reader at each external Olympic site access point. The bar code readers themselves were small electronic devices which were programmed to compare PID data contained on the badge bar codes against a pre-determined set of invalid PID numbers and then inform the access clerk via audible and visual signals.

At each entry point at a venue, the credential was wanded to test its validity. Those which had been deauthorized were captured and the credential holders were detained.

The job of wanding (reading the bar code) was performed by both access controllers and security officers. The responsibility for usage, updating, and maintenance belonged to access control.

Once a determination was made to deauthorize a credential—usually

because a credential was lost or stolen, or the holder had abused his access privileges—the background information was put into the accreditation computer system and a report was generated. This report was distributed to all the venues to be added to the memory of the bar code readers. This procedure was updated on a 24-hour basis.

The movement of personnel within an Olympic site was controlled entirely by zone numbers found on the Olympic access credential. Access control points which demarcated the entry into new zones were manned by access controllers and/or security officers. It was the function of the person manning this point to visually identify the appropriate zone number on the Olympic credential. The credential holder could only pass through this point when his or her access credential contained the appropriate zone number.

Internal signage was developed which pictorially showed the access credential codes necessary to gain entrance through the access control points. These signs were placed on both sides of the access control point to allow for efficient flow from both directions.

5.05 Summary and recommendations

The Olympic accreditation and access control planning and operations systems were highly successful in many areas while other areas required last-minute development.

Accreditation badge design

The two-part badge for LAOOC staff and contractors was a new concept in badge design and was highly flexible. It allowed the identification portion of the badge to be prepared prior to the assignment of site and access privileges and facilitated the changing of access privileges, if necessary, after a badge was issued. Thus, accredited persons did not have to have their picture re-taken if their site or access codes were changed. Since individual picture-taking was the most difficult part of the accreditation process to control, the two-part badge system provided major advantages to the organizers.

The badges for Olympic Family members were organized mostly along the requirements outlined in the Olympic Charter. However, the LAOOC was required to design special solutions for additional team officials in excess of the charter limits ("Fx"), for additional non-competition-related IF officials ("J") and for observers from future Games organizers, organizing committees of various other sporting events and for committees from cities considering a bid for a future Olympic Games ("O").

The badges themselves were attractive, lightweight and easy to read, even from a distance. The use of larger letters for name, function and organization as generated by computer-based badge printing systems is highly recommended for future organizers of all kinds of events where accreditation is required. The many security features incorporated in the badges proved worthwhile as forgeries of accreditation badges were not in evidence.

Accreditation badge processing

The credentialing operations worked because of a core group of staff who were dedicated to overcoming any shortcomings in the system. The overall design of the system was adequate and produced a majority of the badges correctly and on time.

The task of processing individual applications and matching them to specific job requisitions, site and access code assignments was extremely complex. Thousands of changes were made after original input had been made and re-issuance of badges was sometimes necessary. To assist this, it would have helped to have had sufficient computer capacity to be able to process changes and re-print necessary identification and access code badge sections quickly.

In the future, it is essential to develop and test badge printing software well in advance of the Games and at a level which will simulate the required capacities for Olympic Family, staff and other accredited groups. Because data on the actual Olympic accredited personnel—whether Olympic Family, staff or others—is always late in coming, it is necessary to be prepared to generate thousands of badges at the last minute. The personal computer-based back-up system for Olympic Family badges was a worthwhile protection device.

All groups requiring accreditation must be well informed of the procedures for accreditation. It might have been helpful to publish a short document for staff and contractors which detailed the accreditation process in much the same manner as the Identity Card Manual did for the Olympic Family.

A very high level of pre-Games turnover among the contractor employees made the distribution program more complex than it should have been. It might have been more efficient to have the access credential portion of the badge attached at the venue and not at the main accreditation center. This was done towards the end of the Games.

Access control staff, recruitment and training

The recruitment function went quite smoothly and the quality of personnel was very good. Attrition was minimal. The decision to use an all volunteer staff proved successful as a high level of dedication and motivation to get the job done was evident at almost every venue.

Bar code operations

The BCR program worked as much from its image as a sophisticated system as it did from the reality of its detection ability. Very few technical problems occurred and the system proved to be a great deterrent as only a handful of fraudulent badge-users were actually detected.

There were irregularities in the print quality of the bar coding on the "E" (media) badges and on some Olympic Family credentials. Some were mistakenly de-authorized at the OAC, which caused undue delay and some unpleasantness for those individuals affected when they tried to enter a venue or village. The media credentials were not read at any site because so many were improperly printed.

Olympic Family operations

Olympic Family accreditation went very well. More than 15,000 people were accredited and the overwhelming majority were processed in a quick, courteous and efficient manner.

Contributing to this success were the following factors: insistence that the computer system and its operation be understood; careful coding and fastidious proofreading of Olympic Family lists; advance verification and revisions of the largest NOCs' family lists by the respective chefs de mission; advance chef arrivals and processing through delegation registration; and knowledgeable and decisive leadership combined with willing and conscientious workers.

Access control summary

Venue access control fell into two functional areas: the staff entry/exit point and access zone control. On a systems level, each of the procedures of these functional areas worked according to the original design. Some problems arose in the efficiency of the staff entry point because of weaknesses in the credentialing process which placed a heavy reliance on the temporary pass sub-system of access control rather than the primary system of Olympic credentials. Although the accreditation system worked in general, a large quantity of the staff badges did not arrive at the appropriate site until after the Games began. This resulted in a need to issue major quantities of temporary passes.

Zone control had a few problems, most with the ineffectiveness of interior signage and restrictions on access privilege assignments. Overall, the Olympic accreditation and access control operations were generally successful because the systems worked and because alternate methods were developed to adjust to unique sets of circumstances.

6

Administration

6.01 Nature of services offered

From the earliest days of the LAOOC in 1979 through the close-out and tear down period following the Games, one of the constant needs of the staff was for general administrative services.

No successful office can operate efficiently without well-managed communications, conference, mail and reception services, but this became all the more important as the LAOOC grew from 11 persons at the end of 1979 to 1,530 just prior to the Games.

The Administration Department provided general office services for the LAOOC including:

- Business cards
- Conference room reservations
- Courier services
- Food and beverage services within the office complex
- Mail delivery, pick-up and postage
- Office furnishing, in conjunction with the Material Logistics Department
- Office movement, packing and unpacking
- Photocopying, in conjunction with the Technology Department
- Parking for staff and visitors
- Reception services
- Satellite office negotiations and set-up
- Security at the LAOOC offices, in conjunction with the Security Department
- Shipping, receiving and warehousing at the main office site

- Telecopier and telex services, in conjunction with the Technology Department
- Telephone service, in conjunction with the Technology Department
- Travel services, in conjunction with the Finance Department
- Word processing services

Administrative services were handled by a senior member of the administrative support staff from inception through late 1982, when an Administration Department was formed. At its peak in the pre-Games period, there were 39 people working in Administration, eight in word processing and four in travel.

6.02 Office environment: 1979—1981 in Century City

In the LAOOC's infancy, office space was established on half of a floor in a modern office building in the Century City area of west Los Angeles, at 10100 Santa Monica Boulevard. As the staff was small, needs were modest and were handled (at peak) by the office manager (a senior support staff person), one receptionist, one mail clerk and one supply clerk.

Facilities in this period (April 1979-July 1981) included one large and one small conference room, a communications center with one telex machine and one photocopier, a reception area and a small kitchen.

Parking was available in the building and was purchased for employees by the LAOOC. Guests who parked in the

building's underground garage were provided with complimentary parking by use of adhesive labels (validations) purchased by the LAOOC, representing blocks of time.

6.03 Office environment: 1981—1983 in Westwood

As the staff enlarged, the Century City headquarters became crowded rather quickly. An agreement with the University of California, Los Angeles (UCLA) was made for office space on a temporary basis in advance of the construction of a new office building which would house the LAOOC's administrative headquarters. The UCLA campus is located in west Los Angeles, not far from the Century City offices.

The LAOOC moved to the University Extension building in July 1981 and occupied the entire sixth and half of the seventh floor for a total of about 30,000 square feet. Facilities similar to those in Century City were installed, including two conference rooms. Security facilities were installed for the first time and included the wearing of picture identification badges by employees and temporary identification badges by guests. Guest identification badges were color-coded for regular visitors (blue) and for special guests (red), including IOC members and members of the LAOOC Board of Directors. A security guard was on duty during non-business hours.

Daily appointment sheets were compiled and distributed to inform all of the approximately 50 employees about business being transacted in other departments. Mail delivery to the LAOOC was enhanced when the United States Postal Service granted a special ZIP code for all LAOOC mail: Los Angeles, California 90084 USA. By acquiring this special code, no street address was required and all LAOOC mail could be addressed in the same way from approximately July 1981 through the end of the existence of the Organizing Committee. In view of the many moves which were to come, this proved to be a wise action and saved considerable confusion among those wishing to contact the LAOOC.

While the LAOOC occupied a floor and a half in the Extension Building, a new structure was being built directly across the street in an existing UCLA parking lot. This three-story building became the LAOOC's administrative headquarters in July 1982, just after completion of the building itself. This new headquarters provided more space and facilities for the LAOOC, which had now grown to approximately 100 people. The LAOOC contributed more than \$3 million to the construction of the project, in effect paying its rent in advance in order to assist with the construction of the building.

The building offered more facilities and featured special furniture components and security arrangements. The interior offered about 55,000 usable square feet (70,000 square feet gross) for use and included a total of seven conference rooms. Office furniture was supplied by Westinghouse Office



Systems through a sponsorship agreement with the LAOOC. These modular work stations provided much-needed flexibility in the design and size of work spaces for the different groups which were placed in the building. Security was given a high priority and special precautions were taken to keep intruders away. Search lights were mounted on the roof of the building and closed-circuit television cameras were placed on the roof as well as inside the building to monitor the movement of people, especially after business hours.

Communications services included two telex machines and full-time operators to go with them. Two high-speed telecopiers were installed for both manual and automatic use. In addition to a receptionist, two full-time switchboard operators were hired and were present from 0800—1800 daily.

Conference rooms included four rooms seating 10—14, a third floor room for executive use only, seating 20, a first-floor conference area for 25—50 and an auditorium-style room which could accommodate up to 150 persons. Conference rooms were reserved on a booking basis only by the receptionist. No special equipment or facilities for audio-visual use, food service or sound support were provided in any of these rooms.

Food and beverage services were available at several points. Each floor had a small area designated for coffee service, while soft drinks and mineral water were provided by sponsors Coca-Cola and Perrier. Orange juice and non-carbonated fruit drinks were made available as well. An employee lunch area was available in a separate room on the first floor, which also contained several vending machines supplied by UCLA. A microwave oven was also provided by UCLA to heat prepared foods from the vending machines. A notable favorite among staff members was microwave-prepared popcorn.

An executive dining room was set up in September 1982. Hot lunches were served daily (at no charge) to executives who signed up for one of two sittings (1145 and 1300) ahead of time. Luncheons were arranged for department meetings if desired and the dining room could accommodate 24 people. Eventually, a cold sandwich, soup and fruit menu was arranged and all department executives were expected to sign up for at least two lunches per week for the purpose of exchanging ideas and sharing status reports on matters of common interest. This goal was reached in early 1983 and led to the formation of the successful cafeteria concept at the Culver City headquarters building some months later. The 1300 seating became available for business lunches with non-Committee staff (guests).



1



2

Mail delivery was increased to twice per day for both inter-office mail and posted mail. Memorandums distributed to management staff or to all staff were handled as part of the mail runs throughout the building. Outgoing mail volume in July 1983 reached 41,000 pieces and special courier service deliveries averaged 500 per month.

LAOOC office furniture was a modular system integrated with movable partitions which segmented the open office areas into work stations and included desks, credenzas, files, storage units, tables and chairs. The design of the new building was basically open down both hallways with closed offices lining the outer sides and ends and conference and utility rooms in the middle. This enabled the Administration group to revise the floor plan periodically for the benefit of new employees without having to tear down permanent walls. Eventually, however, the number of persons working on all floors simply exceeded the building's capacity, requiring the move to larger quarters in Culver City.

Office supplies and smaller-sized furnishings were handled by an on-site supply room which operated from 0900-1200 daily. Orders submitted after those hours were delivered the following morning.



1 In spring of 1980, Soviet Olympic planners visit with LAOOC President Peter V. Ueberroth at the LAOOC's first administrative headquarters in the Century City area of west Los Angeles.

2 In July 1982, a growing LAOOC staff moves into a new, three-story building on the campus of UCLA.

3 Temporary partitions and walls divide the interior of the LAOOC administrative headquarters into suitable workspace while festive banners and shapes hang from the ceiling to brighten the environment.

Administration

Staff parking began in UCLA's Lot 1, part of which had been used as the site of the building itself. Parking was purchased by the LAOOC from the university and was limited to an agreed number of spaces. Some of these spaces were used for guests, but this became increasingly difficult as the number of permanent staff increased. Finally, the LAOOC purchased parking in a number of lots on the UCLA campus as well as in the surrounding commercial district. The LAOOC provided free parking to all staff members, generally within a four to six-block walk of the Organizing Committee headquarters. Volunteers and business visitors parked in a commercial parking lot across the street from the LAOOC building and had their parking tickets paid by the LAOOC by use of a sticker system similar to that used in Century City.

After the completion of an agreement with Xerox, photocopying machines were placed on all three floors of the new building. One high-volume copier was placed on each of the three floors and a second high-volume copier was present on the third floor. Twelve smaller machines with varying capabilities and speeds were placed strategically throughout each floor. Special attention was paid to unique needs for oversized copying and enlargement to handle larger-sized jobs on a reservation basis, including some rudimentary binding involving GBC brand combs. The copy center operator also coordinated all photocopy repairs, re-orders of supplies, routine maintenance and service calls.

A reception area was provided for visitors and all non-LAOOC employees were issued a visitor's badge upon entry. Badges previously used at the Extension Building were discarded and a single, red "visitor" badge was issued. Guests were not issued badges until verification of their appointment with an LAOOC staff member was made and some form of personal identification was shown. LAOOC staff members entered and exited from the back of the building, where their picture identification badges were kept. These badges were also changed in early 1983 to a smaller size for ease in issuance and storage.

Security was very tight and was limited to persons with legitimate business with the LAOOC. A well-respected local protection firm was hired to provide around-the-clock security for the building, including holidays and weekends. The reception area was staffed for visitors and included monitor apparatus for the television cameras placed throughout the building. Security guards at the back entrance handled the ingress and egress of LAOOC employees, who were required to turn in and pick up their identification badges every time they entered or exited the building.

Shipping and receiving services at the Westwood building were kept to a minimum, since there was very little storage space available. The major task with regard to shipping and receiving was the movement of equipment and supplies between rented warehouse space and the LAOOC office

when supplies were needed. Necessary storage was usually relegated to corners of offices and sometimes in hallways.

Word processing was established as a separate service in May 1983. Its main functions were to assist support staff in the preparation of long documents (greater than five pages) and the generation of large numbers of generic letters, usually to five or more addressees. In addition, the word processing group provided proofreading services, gave seminars on the operation of office automation equipment supplied by IBM, and tested prospective word processing applications. Turnaround time for most projects was eight hours on a first-come, first-served basis, with rush projects scheduled at the discretion of the group manager. Longer projects required advance scheduling to meet particular deadlines. At its peak in Westwood, the word processing group included a manager and four operators, including one person working on an evening shift. Equipment included five IBM Display writers, two special printers and a special feeder for addressing envelopes.

As the staff, contractors, consultants and volunteers working in the LAOOC office moved past 500 persons in mid-1983, it became clear that new, much larger facilities would be needed. Although it had been thought at one point that sufficient room would exist in the UCLA building to house the entire administrative staff for the Games, it was necessary to find another home.

Although the majority of the LAOOC staff left the UCLA building in August 1983, several functions remained. The Ceremonies Department was housed at Westwood through the Games period, and staff from the UCLA Village, gymnastics and tennis were present in the months leading up to their occupancy at the sites of their venues and villages. In addition, the Westwood building was used as a Games staffing center for people living on the west side of Los Angeles and in the San Fernando Valley.

6.04 Office environment: 1983—1984 in Culver City

In its search for a final site for its administrative headquarters, the LAOOC looked for a large building with large amounts of open space that could be easily altered to handle a rapidly expanding staff. Although several options for existing office-style space existed, the Organizing Committee opted to occupy an old warehouse in Culver City, California, located just north of the Los Angeles International Airport and about ten miles southwest of the UCLA campus where the previous LAOOC office had been. In all, the "Marina Center," as it came to be called, included four buildings with open interior space of approximately 180,000 square feet. Prior to its use by the LAOOC, it had been a helicopter engineering and design center.

The main building obviously was not suited for office use, but was redesigned for the LAOOC's needs. With the knowledge that it was to be used for only one year, the Administration Department oversaw the installation of a large number of temporary partitions and walls to divide the space into suitable work space for the various departments which required enough room for not only their current staffs, but also for peak staffing just prior to the Games. The furniture which was used in Westwood was left there and new, light, movable desk and return units were brought in. With only a few exceptions in the executive offices, everyone used the same furnishings in varying arrangements.

The strength of the Marina Center design was its lack of permanent dividers and walling. The open working spaces forced interaction among employees from different departments, who worked within touching distance of their neighbors. Further, the central pathways through the building encouraged interaction between departments and helped to forge bonds among the Organizing Committee staff as a company with a single purpose, rather than as a group of unrelated departments working on a common timetable. It was often noted that as much was accomplished while walking toward the cafeteria for lunch as during an entire day at one's desk. This interplay between responsible managers and their staffs helped to reinforce the urgency of the work at hand and assisted the progress of the LAOOC in an intangible way that could not have taken place in a more typical office environment.

The main office complex was basically a one-floor building with 25,000 square feet of warehouse space on one side. Second floor spaces were available on each end of the building. A remarkable structure of steel pipe painted in aqua formed a two-story office area for the Architecture and Construction Department. Additional electrical wiring was done beneath a false floor to add outlets for individual use. The ceiling and walkways were decorated with festively colored shapes and lines and sonotubes were placed at the entrance to major pathways across the building, much as they would be placed at entry points at the venue for the Games.

Almost 20 conference rooms were available in various areas throughout the building. The main conference area on the main floor had a capacity of almost 200 persons and was specially carpeted and a sound system was installed. Conference room scheduling was instituted as in Westwood and a room schedule summary was circulated for some time before ending for lack of interest. The Electronic Messaging System (EMS) was later used to request conference facilities and verify reservations. The executive office wing on the second floor had its own conference room for roughly 20 persons. Even these facilities became overburdened close to the Games, especially since many departments were holding classes and training seminars for their Games staff. An agreement with the

property owner allowed use of an additional building adjacent to the Marina Center and on the same lot. Large, open areas became available for conference use on a booking basis and suited the need for additional meeting space for groups of up to 500 people. Meeting equipment and furniture was provided by the LAOOC.

Courier services for deliveries outside of Los Angeles were heavily used at the Marina Center. A full-time representative of DHL Corporation, the LAOOC's official supplier of courier services, was present to assist with large shipments. The presence of a professional courier service was especially important when large packages were sent to the National Olympic Committees or other large groups within the Olympic family. Time-sensitive documents such as accreditation forms or shipping instructions were arranged well in advance and special arrangements often had to be made for countries which did not have efficient mail service and to which there was no other effective method of delivery. In all, the LAOOC compiled a courier service bill of \$323,217.17 with DHL, most of which was covered by DHL's in-kind commitment as part of its suppliership.

Food and beverage services were carefully planned. Since there were many fewer restaurants in the area than in Westwood and because the interaction between department managers in the executive dining room in Westwood had proved effective, food service plans for the Marina Center included a cafeteria. A building which had been previously used for that purpose by prior tenants was refurbished and opened in late August. The cafeteria included one large room for all staff and three smaller, private rooms which could be used for meetings or private luncheons. Owing to the favorable year-round weather in Southern California, however, the preferred seating areas were outside in a patio setting, using lattice-styled chairs and shaded tables.

ARA Services, the LAOOC's sponsor for food service and athlete transportation management, operated the cafeteria and brought in the necessary equipment. A breakfast menu was served from 0700 to 0830 and a full lunch menu was available for 1130 to 1400 from Monday through Friday. A variety of complimentary beverages were available, including coffee, hot chocolate, juices, mineral water, non-carbonated fruit drinks, soft drinks and tea from opening through lunchtime. Beverage counters were installed throughout the main building with coffee, tea and soft drinks available. The cafeteria was formally named the Cafe de Coubertin in honor of the founder of the International Olympic Committee and leader of the modern Olympic movement, Baron Pierre de Coubertin.

All permanent staff and volunteers who worked at the Marina Center were entitled to a once-daily subsidy of \$2 on their lunch food purchases. The Cafe de Coubertin was not open to visitors unless accompanied by a permanent staff member. Additional food service areas were available in the main building, including vending machines for prepared sandwiches and other snacks. A microwave oven was present to warm foods and a cooler was provided for employee lunches brought to the office.

The cafeteria concept was a tremendous success. It encouraged camaraderie within departments, provided a natural forum for discussions between members of different departments and was a quick and easy way to eat a mid-day meal at a discounted rate in a short period of time. Crowding became common late in the pre-Games period as the size of the staff overwhelmed the Cafe de Coubertin, but this did not cause any major problems.

Mail delivery and postal services increased as the Games approached. Deliveries were made to all departments twice per day. Individual pieces of metered mail (using standard envelopes) from the Marina Center followed the following pattern:

Month	Mail pieces
September 1983	36,319
October 1983	33,715
November 1983	49,387
December 1983	65,298
January 1984	57,434
February 1984	66,002
March 1984	77,746
April 1984	105,066
May 1984	207,153
June 1984	122,860
July 1984	112,089
August 1984	65,041
Total	998,110

The expenditure total for mail delivery during this 12-month period was \$381,759.41. However, special deliveries, odd-sized packages and large shipments (both national and international) totaling \$1,346,893 were also sent from the Marina Center as well as from all other satellite offices. Local messenger deliveries totaling \$239,656.33 were sent from September 1983-August 1984. The heaviest activity for the local messenger services came in April-August 1984, with April, May and August about equal and June-July double that. National shipping services outside of DHL were light, averaging 400-500 pieces monthly, but 1,097 pieces in August 1984.

Office furnishings consisted of standardized units of lightweight desks without drawers, shorter typewriter stands on rollers and two-drawer units on rollers. These three-piece sets were issued to almost all staff, along with extra individual units where available. A limited number of bookshelves, cabinets and wardrobes were also available. These units were well received because of their flexibility and clean appearance. Special, adjustable

chairs were ordered and proved workable. These furnishings were not ordered after the beginning of May 1984, however, and staff which joined the LAOOC after that time were issued folding chairs and tables to work on.

The movement of LAOOC staff from the Westwood building to the Marina Center took almost five weeks and was orchestrated in stages. A "file reduction contest" was staged at the Westwood office prior to the move and was won by the Youth Services Department, based on the amount of trash generated by each department, divided by the number of employees in that department. This was an effective method of encouraging a review of files so that unnecessary paper would not continue to accumulate.

Photocopying needs increased dramatically as the staff grew. A total of 24 machines for staff use were installed throughout the building, including 15 smaller-sized copiers with enlargement and reduction capabilities, four convenience copiers and five large volume copiers with automatic feeders, sorters and staplers. In all, some 23,308,151 copies were made between August 1983 and the end of August 1984 by the LAOOC staff. This includes work processed at the Copying Center, a separate photocopying shop set up at the Marina Center for handling very large projects. It was equipped with two of Xerox's largest photocopying systems, a smaller, automated copier and a stitcher for stapling needs. In addition to regular photocopying, the Copy Center could reproduce overhead transparencies in various background colors, generate mailing labels, copy onto parchment award certificates and reduce oversized originals to standard-sized copies. Typical Copy Center projects included reproductions totaling 500 or more pages. Smaller applications were often run by staff at night, using one of the five large volume copiers located around the building. A Xerox model 2080 copier was also installed in the Architecture and Construction Department. This machine was able to handle the oversized copying requirements for blueprints and other construction planning documents. The 2080 saved not only money for reprints of plans and blueprints, but more importantly saved immense amounts of time for those who needed the reproductions.

Parking at the Marina Center became crowded relatively quickly. The lot was re-striped to accommodate more cars and additional spaces were acquired in early 1984. Finally, in April, there was not enough room for staff and volunteer parking and an additional lot approximately seven miles away was obtained. Parking passes were distributed to staff and a shuttle bus from the off-site lot was established. Although usually efficient, the off-site parking plan was not accepted by some employees, who parked on the side streets in surrounding areas

around the Marina Center. The park-and-ride shuttle system continued through June, at which time enough staff had left for their Games site offices that parking at the Marina could continue without special controls. A special lot was set up for visitors, near the front entrance on Walnut Avenue. A helipad was available between the main building and the adjacent conference center building and was used heavily by President Peter Ueberroth.

Reception services were increased to include two receptionists on duty full-time during the day, along with security personnel to authorize entry and issue visitor's badges. Bags and parcels brought into the Marina Center were searched and X-rayed for security reasons and in the months just prior to the Games, all visitors were required to walk through a magnetometer, similar to those which would be used at the villages. Switchboard duties were taken over by the Communications Center.

Visitor access procedures became standardized in September 1983. Lists of visitors had to be supplied by each department at least one day in advance of arrival in order to have badges issued to them. Calls to the appropriate department were made to announce the arrival of any visitor and an LAOOC volunteer escort would then walk the visitor to the department concerned. The volunteer escorts worked in shifts and were extraordinarily helpful; 150-200 were used on a daily basis. Visitors who came unannounced or for whom a previous instruction regarding arrival had not been made were asked to wait while a call was placed to verify the appointment. In addition to the security precautions taken at the front entrance, special care was taken to guard the employee entrance at the rear of the facility. The LAOOC contracted with a security firm to provide guard services at the Marina Center in the same manner as at Westwood. All employees at the Marina Center had to wear identity badges which were handed out and recaptured on a daily basis. Security personnel patrolled the main building, asking the identity of those who were not wearing a badge in plain sight. A property release system using signed forms allowed the movement of equipment and files outside of the Marina Center and briefcases and handbags were routinely searched after the end of the Games to guard against theft.

Shipping and receiving became more important at the Marina Center than it had been at Westwood, since there was warehouse space of about 25,000 square feet on one side of the main building. Shipping and receiving was coordinated through a special interior gate which was controlled by security personnel. Additional warehousing space became available in an adjacent building which was not used for offices and could therefore be fully secured at all times. Department uses of the warehouse area were coordinated by the Administration Department and even included the assemblage of 12,000 sets of press gifts into two 12 by 60-foot trailers.



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4 Access to LAOOC facilities for staff and visitors is controlled by a badge system.

Administration

Communications services including telephone, telecopier and telex services were handled in a centralized Communications Center in cooperation with the Technology Department. A 2000-line switchboard was provided by AT&T, an official sponsor for telecommunications, but only 1,400 lines were planned for. As the number of staff, consultants, third-party contractors and volunteers exceeded the number of available lines, telephones were shared and second and third lines were deleted from management lines. Two high-speed (CCITT Group III-compatible) telecopiers were installed by Xerox and telex requirements grew from a single machine to three machines with four-line capabilities each. While telecopier requirements were relatively modest and were mostly for intra-LAOOC communications between remote offices and the Marina Center, telex communications became the lifeblood of the Organizing Committee. Its immediacy and written format were its principal advantages and it was used heavily by the LAOOC. Sensitive communications with the IOC, International Federations, National Olympic Committees, foreign news media and sponsors/suppliers were sent by telex.

All telex messages had to be approved by a vice president or higher level executive before transmission and all messages received were distributed not only to the designated addressee, but also to the executive offices and the person to which the addressee reported. After some unfortunate errors, all telex messages were input by one operator and proofread by a second before transmission. The greatest logistical difficulties for operating departments and the Communications Center regarding outgoing telexes was the time-consuming nature of sending telex messages to all 159 National Olympic Committees. Future organizers are strongly urged to find an early, automated solution to the task of communicating a similar message with individual alterations to all of the NOCs. Examples of typical all NOC telex messages include announcement of ticket allocations, information on deadlines for athlete registration, village reservations, press accreditation and completion of Olympic Family Lists and identity cards.

The volume of incoming telex traffic became so great that a special task force was formed in late April to review all incoming telex messages, assign log numbers and route the messages to the proper people. This group consisted of approximately six persons and met each morning at 0730 to distribute the messages received overnight. Task force members on a rotating basis usually checked for new messages about every four hours. By late May, upwards of 400-500 telex messages were being received daily. The departments receiving the greatest number of messages were NOC Services, Olympic Family Services/ Protocol and Press Operations.

Electronic Messaging System (EMS) terminals were installed throughout the main building in late December of 1983. Since each employee was identified in the system from their Games staff application, telex messages were sent to the persons concerned via EMS, rather than through hard copy. This practice continued throughout the Games and speeded the transmission of information dramatically.

The Communications Center was also responsible for the operation of the LAOOC's paging and radio systems, in coordination with Technology. Paging was initiated exclusively through calls to the Communications Center until the paging interface programming with EMS was completed; both methods were then available. Radio communications to the Marina from vehicles with installed radios were opened at 0700 each morning and continued through at least 1900 and, close to the Games, 2100 hours.

Word processing expanded at the Marina to include seven IBM Display-writers and two special printers. At peak, the word processing staff included a manager, supervisor, five operators and a proofreader. Typical output for individual weeks averaged 2,500 pages plus hundreds of additional labels and envelopes for already prepared mailing lists. Operating and procedures manuals were processed for 12 departments.

A special feature of the Marina Center was the Company Store. This area was initiated so that employees would have the opportunity to buy LAOOC-licensed goods at a centralized point, at a discount. A wide variety of products were offered and this service was well-received by the staff and volunteers.

The Marina Center, while well-known as the home of the LAOOC, was not identified as such on the building. In fact, a large sign showing the street address, 2560 Walnut Avenue, was the only exterior identification of the facility. This precaution was taken to ensure that the building would not become a target for groups who did not have legitimate business with the LAOOC or otherwise wished to disturb the work in progress there.

6.05 Role of the Administration Department during the Games period

During the time of the Games, very little activity took place at the Marina Center. With the equipment and staff in place at the sites, little was required of the Administration Department other than the dissemination of items to the proper sites from the Marina Center, which continued to receive deliveries, mail, telexes and other items. Checks for vendors who required collection upon delivery of goods also had to be transported quickly.

Key personnel were dispatched to other areas. The manager of the Administration Department was assigned to the Olympic village at USC to assist there. The assistant manager of the department had previously been assigned to the Community Relations office at Exposition Park. Small

pockets of activity in the Marina Center included the centralized functions and executive offices and the Operations Center, which was formed out of an existing area.

The major task was the delivery of mail and other physical items received at the Marina Center and the pick-up of mail from the sites for posting at the Marina Center's central mail processing facility. A fleet of four automobiles and four motorcycles were used to visit each operating site daily. Venue, villages and major support sites such as the Main Press Center were visited twice daily. Multiple stops were made at the village sites: nine stops at USC and seven at UCLA. This system worked very well and no major problems were encountered. The system ran daily from 6 July-1 2 August.

6.06 Office environment: Post-Games period

The move-back to the Marina Center was expectedly chaotic after the end of the Games on 12 August 1984. AS many of the chairs, desks, drawer sets and returns had been taken to the sites for use during the Games, they were not available for the use of returning staff and in fact were shipped to the LAOOC's Materiel Distribution Center (MDC). Instead, folding tables and chairs were substituted with the realization that most of the employees would be terminated within one month following the end of the Games.

A major portion of the administrative effort in the immediate period after the Games was moving equipment and furniture out of the Marina Center and back to the MDC. It was not uncommon for trucks to arrive by mistake at the Marina Center rather than the MDC, unload equipment which had been picked up at the venues and leave it there. A coordinated effort managed to remove these items to the MDC where they belonged.

As hundreds of employees were terminated each week after the Games (17, 24 August and 7 September), the major efforts were on wrapping up the departments, writing final reports, sending out letters of appreciation and certificates of recognition and removing personal effects. Briefcases and handbags were checked by security personnel at the staff exit gate of the Marina Center to prevent theft. Departments were asked to pack their remaining archive materials in preparation for the move out of the Marina Center and back to the Westwood building which had served as a staffing center and the headquarters of the Ceremonies Department. The last day for staff at the Marina Center was 7 September and the facility was cleared out and returned to the landlord at the end of the lease term on 14 September 1984.

The move to Westwood was made on 10 September with approximately 300 people, with mass departures at the end of September, October and November. After 1 January 1985, only 65 employees were left and the LAOOC occupied only the third floor of the Westwood building, with the rest given over to UCLA for its occupancy. After 1 April 1985, the LAOOC contracted again to approximately 30 employees, mostly in the Finance Department, and required only half of the third floor. The offices were scheduled to close at the end of June 1985.

After the move to Westwood, departments took care of their own requirements for purchasing and supplies along procedural lines which had been in effect during the Games. This decentralized approach reduced the need for an administrative staff, other than for mailroom and parking activities personnel, and by the beginning of December, the Administration Department staff consisted of two receptionists, two mail clerks, two management staff and an administrative assistant. Office supplies were collected from defunct departments and re-issued as needed to remaining staff.

In October 1984, the Board of Regents of the University of California approved the permanent naming of the Westwood office facility on the UCLA campus as the "Peter V. Ueberroth Olympic Office Building."

6.07 Satellite offices and operations

Although the Administration Department faced a large challenge in the provision of services for the growing LAOOC staff at Westwood, then at the Marina Center and finally back at Westwood again, it also had to service the needs of a number of satellite facilities.

Each of the additional facilities had the same courier, food, mail, office furniture, photocopying, security and communications needs as the central headquarters for the LAOOC staff, although to a much lesser degree. The Administration Department assured the operation of these offices by arranging for appropriate facilities for each.

In all, a total of 18 facilities were served and were tied together by messengers, regular mail/package pick-up and delivery routes and telecopiers for the quick transmission of documents:

- Design Center
- Look warehouse for decorative items
- Materiel Distribution Center
- Staffing centers; Crenshaw, East Los Angeles, Long Beach and Westwood
- Remote Ticket Centers; ARCO Plaza, Beverly Center, Del Amo Fashion Square, Newport Center Fashion Island, Oxnard Esplanade, Plaza Pasadena, Sherman Oaks Galleria, Vermont and Slauson Shopping Center, West Covina Fashion Plaza
- Ticketing Data Center
- Uniform Distribution Center



5 An old helicopter facility in Culver City, California meets the needs of a rapidly expanding staff and becomes the LAOOC's administrative headquarters during the year before the Games.

5

6.08 Travel service

6.08.1 Formation and responsibilities

Travel services for the LAOOC staff were not under the specific supervision of the Administration Department, but did form part of the overall program of general administrative services. The Travel Department functioned under the overall jurisdiction of the LAOOC's Finance Department.

The responsibility and staff of the Travel Department grew as the needs of the Organizing Committee expanded. The initial need for large-scale arrangements was in late 1980, when a multi-city tour for the LAOOC mascot, *Sam the Olympic Eagle*, was organized. At the end of 1980, a sponsorship agreement with United Airlines provided for more than \$2 million in airline transport, including charter and cargo flights. By mid-1982, a professional travel agent had been hired to coordinate the growing travel needs. A second professional travel agent was hired in mid-1983 along with a part-time travel coordinator. An administrative assistant was hired in early 1984 and a part-time data entry clerk was added in May.

6.08.2 Air travel policies and procedures

The LAOOC travel policy required use of the United Airlines in-kind commitment wherever possible. Travel had to be approved by the vice president of the department concerned and the vice president of finance. All international travel was approved by the executive vice president/general manager. Travel agencies, including many minority-owned and operated agen-

cies, were asked to book flights and deliver the tickets to the LAOOC. Until mid-1983 when a direct-booking agreement was concluded with United, agents were asked to book those portions of the trips which included travel on United on a non-commissionable basis. Agents were selected based on their location, office staff, size, references and their ability to service the LAOOC's needs. Agents selected had to be willing to book the lowest fares available for domestic travel. Approximately 90 percent of all trips had at least one itinerary or fare change from the originally submitted plan; 65 percent of those trips which did change itinerary or flights required re-issuance of tickets.

LAOOC policy dictated that all staff air travel except international flights be coach class. International flights were usually scheduled in business class sections. First-class air travel was available only for the LAOOC president and executive vice president/general manager, at their discretion. VIP-type services were usually provided for the latter individuals and airlines and hotels became more accommodating as the Games drew closer. Charter flights were also arranged when necessary, including the travel of LAOOC officials to the XIVth Olympic Winter Games in Sarajevo, Yugoslavia.

Special services were also extended to visiting dignitaries and delegations who visited the LAOOC. The Travel Department reconfirmed their return reservations, obtained seat assignments, made requested itinerary changes and made special arrangements for their departures.

Personal travel for staff was allowed on the staff member's own time in conjunction with business travel. The cost of the personal portions of such trips was invoiced directly to the staff member.

Special requirements were placed on the travel staff in 1983, when, in addition to the many visits by International Federation technical delegates who came to Los Angeles, the LAOOC staged eight sporting events. The Travel Department also provided significant assistance to visiting NOC officials from 141 nations during the January 1983 meetings of the IOC Executive Board with the NOC. After the completion of most of the LA83 events, a meeting with Los Angeles-based airline executives was organized in September 1983 to better acquaint them with the relevant LAOOC departments including Government Relations, Material Logistics, Olympic Arts Festival, Olympic Family Services and Public Information. The meeting proved beneficial to all parties and assisted in establishing a protocol for more contact with the participants.

6.08.3 Hotel and ground transport

The Travel Department was also responsible for hotel accommodations for staff and ground transportation reservations for staff.

Corporate rate relationships were established with a number of large hotel chains, including Hilton, Holiday Inn, Hyatt, Marriott and Sheraton. Local hotels close to the LAOOC offices were also identified and offered guests two different levels of services and rates. A direct-billing arrangement for guests was also established. LAOOC guests and functions were always accommodated at one of the LAOOC's Official Olympic Hotels, which were located throughout the Southern California area.



6

6 Favorable weather permits LAOOC administrators to plan a cafeteria with patio seating for employee lunches at the "Marina Center."

Rental cars were arranged through the LAOOC's official supplier, Budget Rent-A-Car, wherever possible. Budget's suppliership agreement included an in-kind commitment for LAOOC staff travel use which was used wherever Budget had offices

6.08.4 Operations during the Games

Travel Department assistance was heavily in demand during the Games period, especially with regard to the movement of football teams between the preliminary sites. A total of 25 charter flights were arranged with the airlines for the teams and the appropriate LAOOC directors for football, security and transportation. The coordination of these flights required one full-time staff member during the Games.

A coordinated effort between United Airlines, the American Express Company and the LAOOC Travel Department produced a service plan for all phases of travel assistance for the Games. United agreed to install its computer booking and reservation system and staff to handle all air travel (domestic and international), while American Express provided financial services and made arrangements for ground transport. The LAOOC Travel Department provided an individual to respond to all LAOOC-related matters and handle any other travel-related areas which were not otherwise being serviced. Typically, these "travel liaisons" responded to problems of

lost luggage, departure operations and VIP services where appropriate. A total of 24 volunteers with professional experience in the travel industry were recruited and were trained during a multi-session program, which included a handbook for their use. These liaisons were stationed at the three villages, the Biltmore Hotel (headquarters for the IOC and representatives of the IFS and NOCs) and the Main Press Center from 14 July to 14 August. The liaison officers were on duty seven days per week and 12 hours per day and were well received by those who asked for assistance.

6.08.5 Reflections on the performance of the Travel Department

Despite thin staffing, the Travel Department provided excellent service in all aspects of travel for the LAOOC. Over \$3 million in airline travel was expended, much of it on international travel which did not deplete the United Airlines credit. In all, some 4,500 persons and groups had their travel arranged by the Travel Department. Massive arrangements had to be made for some of the LA83 sporting events to bring athletes to the competitions.

The affirmative action policy regarding the use of minority owned and operated travel agencies proved beneficial for many agencies. Tremendous goodwill was generated in addition to thousands of dollars in commissions. Very few complaints were voiced and the level of service was consistently high.

The travel liaisons selected for Games duty also performed very well. Although they were all professionals in the field, they were aided by a disciplined program of orientation and training, including a written handbook regarding policies and procedures. The Travel Department's meetings with officials of the local travel industry and careful planning with both United and American Express produced a coordinated effort which served all potential users without failure. This type of pre-planning between sponsors and the LAOOC staff should be a model for future cooperative efforts with the travel industry, but is equally applicable to any department which desires consistent quality and superior coverage in a service area.

6.09 Reflections on the LAOOC's administrative services program

The Administration Department fulfilled its responsibilities well and provided a high level of service to the LAOOC's various departments. The problems caused by continuous movement of the LAOOC's offices from Century City to two different UCLA locations, to the Marina Center and finally back to UCLA were handled as well as possible, considering the ever-increasing number of staff to be moved.

Whether by lack of planning or sheer accident, the LAOOC's Westwood office complex on the UCLA campus did not come close to holding the entire staff and serve as a headquarters for the operation of the Games. The use of office facilities and space planning needs to be far-sighted enough to anticipate the actual needs and plan for them accordingly.

Conversely, the Marina Center provided a better venue for office operations than could have been imagined. The spartan nature of the office areas combined with the lightweight furniture and festive-color decor produced a unique environment so contrary to ordinary offices that it focused attention on the work at hand rather than the individual comforts (or lack of them) provided in more traditional settings. The concept that the entire LAOOC organization could function as a whole, rather than as a sum of unconnected parts, required an incubating period that would bring the staff together with a common mind and purpose. The Marina Center provided the framework for this process, including the all-staff Cafe de Coubertin and the \$2 daily subsidy which provided a direct incentive to eat "on campus."

The services provided by the Administration Department were consistently responsive to the needs of the LAOOC staff. The Administration Department staff recognized their role as providers of services required, rather than dictators of the level of comfort and service which would be provided. It is this attitude which was perhaps the most important ingredient in meeting the administrative and general service needs of an evolving organization which did not even understand its requirements until faced with them.

Future organizers will do well to adopt a similarly flexible philosophy regarding general services. The overriding concern, sight of which was not lost in Los Angeles, was to provide the employees with a workable environment, including all required tools to perform their tasks in a responsible and timely manner. Since the accommodations were the same for all levels of staff, there was little grouching about unfair treatment and the generally speedy delivery of important individual services such as parking credentials, identification badges and telephones provided the proper frame work for immediate immersion in the business of organizing the Games.



7.01 Introduction and overview

The Architecture and Construction Department was created in the latter part of 1981. The LAOOC's efforts were then concentrated on securing the sports facilities and venue sites that would be required to host the Games of the XXIIIrd Olympiad. Subsequent site visitations and negotiations with facility owners allowed the architects an opportunity to develop the site-specific requirements for permanent and temporary construction. Outside architectural firms were solicited and began planning the construction of permanent facilities and the overall master plans of venue and village sites. In 1982, efforts were focused on planning the Look and physical layouts of the facilities and venues used during the LAOOC-hosted sports competitions in 1983.

During the venue development process in 1983, designs were finalized, departmental requirements for physical space were refined and the Look was determined for all Olympic sites. Basic spatial requirements were modified to specific site conditions, volume and duration of use. Space programs and construction budgets were finalized and approved.

A typical site construction schedule included the following steps:

- Preliminary site plans completed, December 1983
- Site plans finalized, January 1984
- Electrical design, February 1984
- Plans checked by governmental building and safety agencies, March 1984
- Issuance of permits, April 1984
- Plans forwarded to utility and telephone company(ies), May 1984
- Plans forwarded to the venue owner, June 1984
- Construction contract bid, June 1984
- Awarding of the bid, June 1984
- Architectural construction commences, June-July 1984
- Utility construction commences, June-July 1984
- Electrical construction commences, July 1984
- Electrical inspection, July 1984
- Look installation commences, July 1984
- Work completed, July 1984
- Tear down, August 1984

The construction phase began with the hiring of third party consultants as construction managers. The construction managers worked with the architects to develop the construction schedule and procurement and warehousing of the required materials.

Construction managers and architects worked with suppliers, vendors and contractors to construct temporary facilities. Much of the temporary construction at the venues and villages was done by contractors who provided labor and leased materials to the



LAOOC. The scaffolding and bleacher seating used at the various Olympic sites was leased from a supplier. Concession stands were covered with Look elements, menu boards and fabric shelving, while food storage areas were constructed by the LAOOC. The concession stand frames were leased from a supplier. Many of the tents and all of the fencing and temporary toilet facilities were rented.

A warehousing system was utilized for the inventory of construction and Look items used at the various Olympic sites. Items were relocated from various warehouses to mobile truck trailers where they were loaded sequentially. The 115 trailers (40-foot) were sent to the various locations and kept on-site for use as storage containers.

The construction managers worked with the Look coordinators to develop fabrication and installation procedures. The Look elements were one-of-a-kind items designed to create a unified visual environment throughout the Games' sites. The design process began with the development of a color palette and the creation of a kit of parts of the various Look elements used in conjunction with each other. Conceptual sketches evolved into three-dimensional scale models, then individual, experimental pieces and ultimately into the more than 110,000 requested Look elements. These individual elements were then attached, hung, set up or otherwise installed over the permanent facilities and temporary construction at each site.

The Look fabrication process was delayed due to design changes and difficulty in obtaining agreements with the number of manufacturers needed to produce the required work within the given time frame. Contracts were written based upon a fixed-price quote and many included installation work in addition to manufacture.

The installation of Look elements occurred almost simultaneously at the various Olympic sites. Due to the length of production time and the volume of items required, the installation period was delayed, and then accelerated once underway.

Additional expense was incurred through the use of additional manpower and increased overtime costs of the existing labor pool. Installation contracts were rewritten to provide compensation for additional work required to keep on schedule. Although work was completed on time, Look installation costs were more than the projected estimate.

A major responsibility of the construction managers was determining the infrastructure requirements of the various Olympic sites. The construction of all electrical facilities for the Games was, for the most part, temporary in nature. All equipment was installed in a way to allow for easy removal.

In some instances, venues received electricity through more than one supply source. Electricity was supplied by the following methods:

- The Southern California Edison Company (SCE) supplied power to the El Dorado Park, The Forum, Lake Casitas, the velodrome at California State University (CSU) at Dominguez Hills, Fairbanks Ranch, California State University at Fullerton, Coto de Caza, Prado Recreational Area, Pepperdine University and the Long Beach Marina.
- The Los Angeles Department of Water and Power supplied power to the Coliseum, USC Swim Stadium and the University of Southern California.
- Campus distribution systems were in place at the UC Santa Barbara, East Los Angeles College, California State University at Los Angeles, Loyola Marymount University, CSU Dominguez Hills and CSU Fullerton.
- In-house power was available at the Coliseum, the Forum, Santa Anita Park, CSU Fullerton, the Rose Bowl, Long Beach Sports Arena, Los Angeles Memorial Sports Arena,

Dodger Stadium, Pepperdine University, East Los Angeles College, CSU Los Angeles, Loyola Marymount University, UCLA and the Anaheim Convention Center.

- Generators were used at the Coliseum and at the USC Village for emergency electrical systems, at USC and UCLA for the transportation towers and at the Artesia Freeway cycling road race site.

Games electrical load requirements

Venue*	Power panels (ampere)	Voltage (volts)
Archery	1-800	120/208
Athletics	4-800	480
	6-800	120/208
	1-600	480
	1-200	120/240
	400	120/208
	400	480/277
Baseball	400	120/208
Basketball	1-800	120/208
	1-400	120/208
	600	120/208
Boxing	400	120/208
Canoeing & Rowing	2-800	120/208
Cycling: Velodrome	1-800	120/208
Cycling: Mission Viejo	2-800	120/208
Cycling: Artesia Freeway	2-50 kilowatt	120/208
Equestrian: Santa Anita	400	120/208
Equestrian: Fairbanks	600	120/208
Fencing	600	120/208
Football	600	120/208
	400	120/208
Gymnastics	400	120/208
Handball	2-800	480/277
	200	120/208
	1-800	120/208
Hockey	400	120/208
	1-800	480/277
Judo	200	120/208
	1-800	480/277
Modern Pentathlon	1-800	480/277
	200	480/277
Shooting	1-800	480/277
	1-800	120/208
Swimming	3-800	120/208
Tennis	200	120/208
Volleyball	400	120/208
Water Polo	2-800	120/208
	1-400	480/277
	600	120/208
Weightlifting	2-800	480/277
	400	120/208
Wrestling	800	120/208
Yachting	2-800	480/277
UCSB Village	5-800	120/208
	200	120/208
USC Village	13-800	120/208
	600	120/208

*All venues required three-phase power for the panels specified above.

Local electrical engineering firms were contracted to prepare drawings for the electrical design at each venue. Most of the firms chosen had previously worked at the particular venue and this method of selection proved to be effective. The LAOOC electrical staff then met with local governmental agencies for construction approval. The chief distinction between temporary electrical work and permanent work was the type of materials used. For example, soft cable was used for temporary work instead of conduit and wire; panels were set on the floor instead of being bolted to a wall; and junction boxes were used rather than small panels.

A wide range of electrical equipment was used, including:

- 192 power poles from 30 feet to 35 feet in height
- 1,200 GE P150 floodlights
- 1,000 150 watt floodlights
- 20,000 circuit breakers
- 12,000 duplex receptacles
- 38 panel boards (800-ampere)
- 8 panel boards (600-ampere)
- 400 panel boards (200-ampere)
- 600 panel boards (100-ampere)
- 4 main meter boards (200-ampere)
- 4 main meter boards (400-ampere)
- 2,000 tube fluorescents (8-foot)
- 6,000 feet of rubber ramping
- 10,000 cube taps
- 25,000 extension cords
- More than 1,000,000 feet of cable

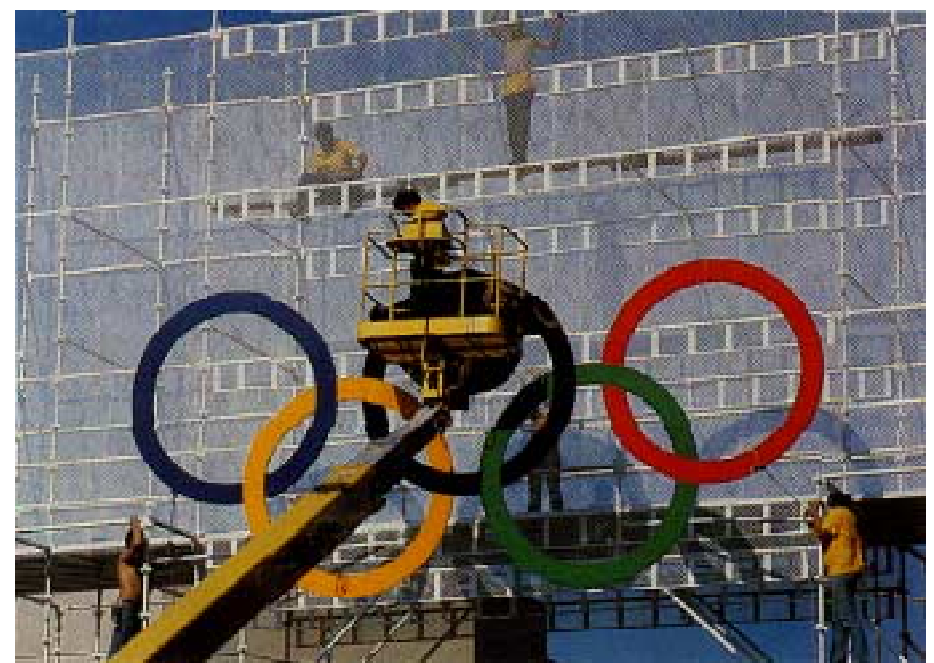
Up to 184 electricians worked simultaneously at almost all venues to provide the necessary power.

Traditionally, the costs of one-time events are high due to the short length of time available to complete tasks of a monumental nature and to the inapplicability of the prior experiences of the staff on a project as unique as the Games of the XXIIIrd Olympiad. In retrospect, a few facility leases were negotiated before the LAOOC had a clear understanding of how the facilities would be utilized and the time required to modify certain venues was underestimated. Spatial requirements should have been completed prior to enlisting the work of outside architectural, environmental and graphic design firms. The cost of the Look fabrication and installation could have been minimized with sufficient time to complete the work on schedule without the use of additional manpower. Power requirements were undersized at some locations and should have been over-designed to accommodate additional last-minute power requirements.

The construction process was successful, however, from both an economical and functional standpoint. The challenge of managing simultaneous construction efforts at all the various sites was mastered. The design integrity and efficiency of the temporary and permanent construction at the Games provided a unique architectural statement to the world and set a new standard for architecture at future Olympic Games.



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1 Temporary scaffolding is used to construct the warm-up area for weightlifting at Loyola Marymount University.

2 Workers prepare the scaffold bridge between the warm-up area and competition site for gymnastics.

3 Massive scaffolding is used for decorated entryways for spectators at most sites.



3

7.02 Construction of facilities for permanent use and their modification for the Olympic Games

7.02.7 Exposition Park

Exposition Park was the historic heart of the 1932 Olympic Games and became the central focus of the Games of the XXIIIrd Olympiad. It contained two major facilities, the Los Angeles Memorial Coliseum and the Sports Arena, and the area served as host for three competition venues and the Opening and Closing Ceremonies. The 133-acre Exposition Park area was bordered by Exposition Boulevard and the University of Southern California to the north, Figueroa Street to the east, Vermont Avenue to the west and Martin Luther King, Jr. Boulevard to the south. Converting the area into a hub of Olympic activity, designed to accommodate peak crowds of more than 100,000 people, created unique architectural challenges.

Recognizing both the historic past of the park and its importance in the 1984 Olympic Games, the LAOOC agreed to provide \$1.8 million of permanent improvements. The permanent improvements included renovation of the irrigation system, the provision of new street lighting, tree prunings and turf renovation. The scope and quality of this work was negotiated with the California Museum of Science and Industry and the California state architect, and was performed in spring 1984. Additional seeding was required after the close of the Games.

Permanent park improvement also included the realignment and repaving of the roadway circle off Figueroa Street to accommodate a new 20-bus transit station. The LAOOC then renovated the plaza area directly in front of the Coliseum peristyle, which faces the roadway circle. The renovation was completed with funding from the Southern Pacific Company. The LAOOC commissioned artist Robert Graham to create a gateway statue commemorating the 1984 Games. The statue was installed in the plaza and unveiled on 1 June 1984 and created a magnetic effect for Opening Ceremonies spectators.

Signs and directional graphics helped direct pedestrian traffic to park entrances. The entrances were further delineated by decorated scaffold towers erected at four public entry points: one by Martin Luther King, Jr. Boulevard at the Sports Arena, one by Figueroa Street between the Aerospace and Afro-American Museum, one by Exposition Boulevard east of the Rose Garden and the largest, 135-feet tall, by the intersection of Menlo Avenue and 39th Street, northwest of the Coliseum. A fifth scaffold entry tower was erected at the Olympic Family entry south of the Coliseum on Hoover Boulevard. Signs and fence graphics directed pedestrians through the scaffold towers to enter the park.

Even so, crowds were mostly unfamiliar with the park layout and the overcrowding of the plaza from spectators arriving from east of the park created traffic flow problems for buses entering the east transit station. During the five-day hiatus between Opening Ceremonies and the start of the athletics competition, overhead signs were installed along the Figueroa Street entrance. Staff were positioned with bullhorns to greet people disembarking from buses, and directed them to the appropriate venues and entry points.

Thousands of people entered the Exposition Park area from the opposite side, through the west transit lot off Menlo Avenue, close to the athlete control center for athletics. Sliding gates were installed on the west side of Menlo and chains were installed on the east side of the avenue. Guards developed a system of whistle communication to coordinate the opening and closing of the gates, thus regulating the temporary blocking of pedestrian flows to allow unimpeded progress of the athlete shuttle buses to the control center. Additional signs were installed after Opening Ceremonies to direct spectators to the appropriate venues. Asphalt was added to fill in cracks and wide joints in the roadways used by pedestrians during the Games. Power lines were moved and curb cuts were expanded for bus traffic.

The LAOOC worked with the Los Angeles Department of Transportation, the Southern California Rapid Transit District (RTD), California Department of Transportation (Caltrans), the California Highway Patrol (CHP), the Los Angeles Police Department (LAPD) and other agencies to develop a regional transportation master plan for the area surrounding Exposition Park. Private automobile parking for the Games in and around the Exposition Park/USC area was virtually nonexistent. Therefore, the plan was based upon the assumption that a majority of spectators would arrive by bus. Parking was made available for charter buses and regular and special Olympic line buses from the RTD. Two RTD bus terminals were



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developed, one with 27 bus-docking areas between Vermont Avenue and Menlo Avenue below 39th Street (west terminal) and one east of the Coliseum off Figueroa Street with 20 docking areas (east terminal). The terminals accommodated the movement of 35,000 people in a two-hour period. Figueroa Street was made a one-way southbound street toward Exposition Park. Flower, from its junction with Figueroa Street, was made one-way for northbound traffic toward downtown Los Angeles.

Exposition Park was heavily decorated with Look elements which created the atmosphere of an outdoor festival. Facilities were additionally installed to provide services to spectators. A total of 108 specialty tents (10-foot by 10-foot) were used as food and novelty concession stands and were distributed in groups of one to five throughout the park with the greatest concentration of tents located along Coliseum Drive. Nine information kiosks with public telephones were located throughout the park near bus terminals and pedestrian entry points. Two first aid stations, a lost and found area, two entertainment stages and five areas (partitioned by fabric) for more than 400 portable toilets were also located in the park.

4 Scale models are used to plan the architectural and operational flow of each venue, as shown here for Exposition Park.



5

The LAOOC construction staff worked with five LAOOC sponsors or vendors who requested facilities in Exposition Park. The U.S. Postal Service constructed three 24-foot by 26-foot modules and an outdoor stamp cancellation area. American Telephone and Telegraph erected a prefabricated public calling center. American Express located a redecorated drive-in bank and currency exchange service along Coliseum Drive. The U.S. Treasury built a specially designed kiosk with steel bank vaults from which to sell Olympic coins. An area was constructed for the Anheuser-Busch Clydesdale horses northeast of the Rose Garden. The LAOOC had final approval of all designs and provided electrical power to the sponsors' facilities as well as to all concession tents.

In addition to the uniquely designed concession and sponsor facilities, the LAOOC decorated Exposition Park with more than 100 Look banners and nearly as many painted sonotubes which were used as markers and in colonnades. More than 70 trees on Coliseum Drive were decorated with wind socks. Banners were hung across the main vehicular entrance off Figueroa Street. More than 20,000 feet of fence fabric was installed in and around the park on eight-foot high chain link fence. Fences were also installed along both sides of Menlo Avenue to provide a secure transportation corridor for athletes arriving in shuttle buses from the villages. Fences and fabric along the perimeter on Martin Luther King, Jr. Boulevard and Vermont Avenue screened parking areas and the venue management and construction compounds.

Five murals, each 50 feet in length, were designed by artist Jon Van Hammersfeld and placed on the backs of the Coliseum concession stands, facing the park. An elevated serpentine fence was installed in an open area west of the California Museum of Science and Industry. The fence, more than 400 feet in length, depicted scenes from various host cities of the modern Olympic Games. Four hundred concrete benches were placed throughout the park and 100,000 quarts of annual flowers were planted in patterns resembling the *Star in Motion* and the Olympic rings. Patterns were painted in Festive Federalism colors on the pavement of both Coliseum State drives.

In addition to the tented food concession stands located throughout the park, a full-service food facility was constructed in Exposition Park. The "Food Bazaar" was located in the parking lot north of the Figueroa Street entrance and south of the Museum of Science and Industry. The food service facility consisted of three 40-foot by 40-foot tents supported by a 110-foot aqua tower, a service yard of five 60-foot refrigerated storage trailers and 46 tents (20-foot by 20-foot) decorated with sonotubes and valances clustered to provide shaded picnic table seating for nearly 2,000 persons. Construction of the scaffold

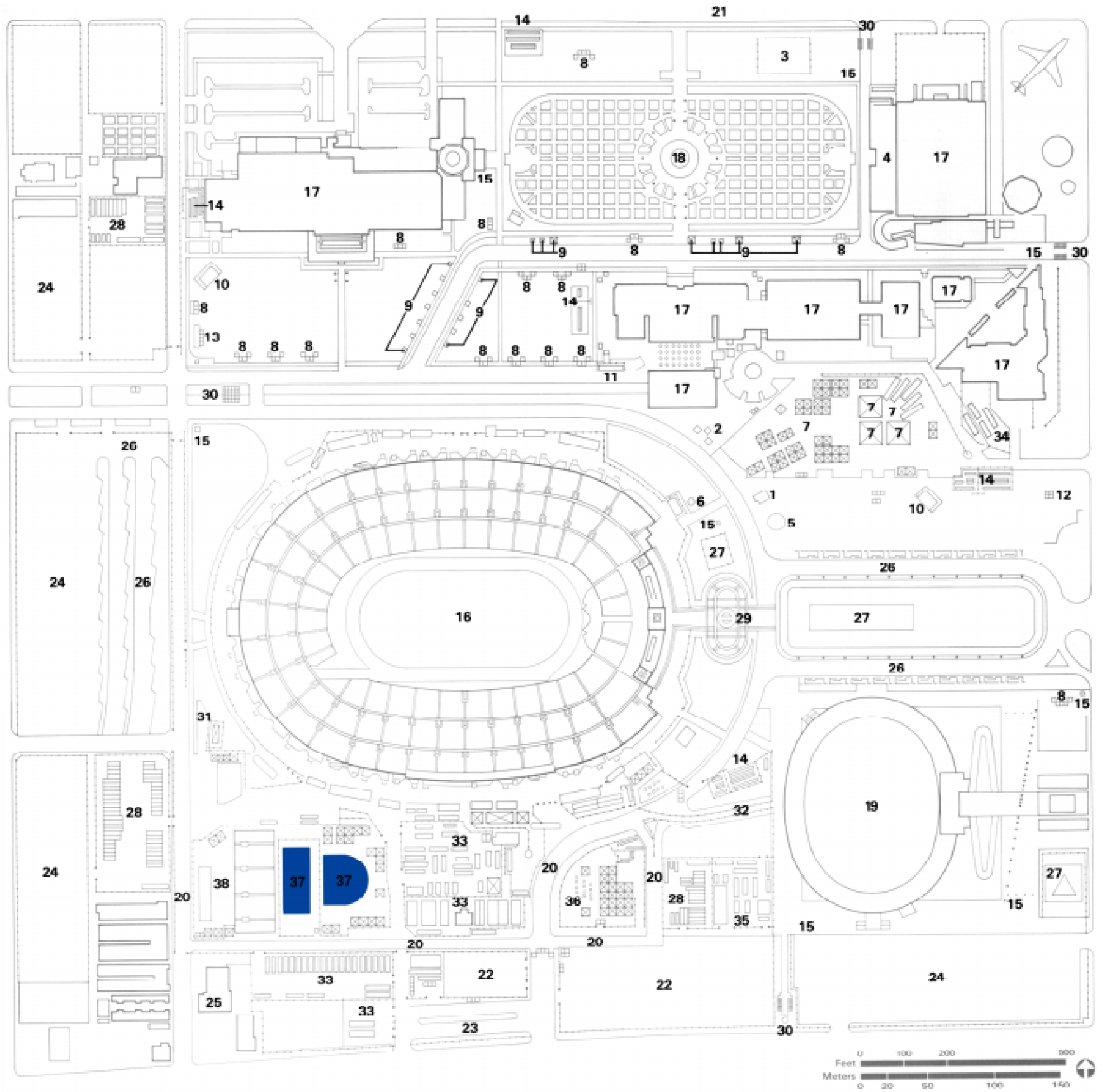
structure included trenching for 10-foot deep caissons necessary to avoid cable lines in pedestrian paths,

The LAOOC monitored the installation of phone and cable runs. Pacific Telephone was asked not to run cable and poles across the new plaza area and the conduit was redirected and installed underground. Temporary power cables were placed just below ground surface from temporary panel locations. Water lines for the food concessions were run concurrent with the irrigation system installation.

Ceremonies production requirements included the installation of fireworks staging areas. A 60-foot by 80-foot fenced area was constructed north of the peristyle plaza and a 60-foot by 120-foot area was constructed in the grassy area in the middle of the vehicular access route off Figueroa. The fenced areas were constructed to protect pedestrians from potentially harmful fallout from the fireworks display. A 120-foot by 150-foot fabric-covered fenced area was required in front of the Sports Arena to conceal the spaceship used in the Closing Ceremonies. Per U.S. Federal Aviation Administration regulations, fences were installed on both sides of the flight path to prohibit spectators from walking beneath the airborne craft. Additional fencing was installed from the Sports Arena to the Coliseum to allow participating athletes to march undisturbed from the Sports Arena along the concourse level to the Coliseum's main entry tunnel during Opening Ceremonies.

5 The result of the extensive planning is shown here just prior to beginning of the Opening Ceremonies on 28 July 1984.

Site plan of Exposition Park



Exposition Park

Introduction Exposition Park facilities were established to provide services to sightseers and spectators between, during and after sessions of athletics, boxing and swimming. Structures existing in the park included 4 museums, a rose garden and large open grassy areas. In this open space, the LAOOC erected food and novelty sales points, temporary restrooms, entertainment and first aid facilities. The park is a 133-acre facility and the site of Olympic boxing and athletics competition as well as Opening and Closing Ceremonies. The park operated daily from 0700 to 2200 hours from 28 July to 12 August.

Department/ Function	Space Use (in feet unless noted)	Notes
Temporary Facilities and Spectator Services		
1 Commerical Exhibits	20 x 20	American Express sales and service.
2	(3)24 x 26	U.S. Postal Service.
3	90 x 130	Anheuser Busch Clydesdale horses exhibit.
4	60 x 260	Anheuser Busch beer garden.
5	1,265 square feet	U.S. Treasury corn sales.
6	785 square feet	AT&T international telephone calling center.
7 Food Service	(46) 20 x 20 tents	Outdoor seating for 2,000.
7	(3) 40 x 40 tents	Food bazaar. Food preparation area.
7	(5)12 x 60	Food storage trailers.
8	(17)10 x 10 tents	Food and beverage tents.
9 Novelty Stands	(43)10 x 10 tents	Novelty sales points.
10 Entertainment	32 x 40	Sound and light stage for public entertainment.
10	28 x 40	Stage for public entertainment. Dressing area for entertainers (see Medical).
11 Lost and Found	12 x 60 trailer	Operated by the Los Angeles Police Department.
12 Medical	40 x 40 tent	Spectator first aid.
13	10 x 40 tent	Spectator first aid.
13	12 x 60 trailer	Supply storage. Private doctors' office.
14 Public Facilities		400 temporary toilets. 60 pay telephones. 400 concrete 6-foot benches.
15 Public Information	(9)10 x 10 tents	General information booths.

Existing Facilities

16 Coliseum		Track and field competition site.
17 Museums		Museums open to the public. Extra museum space was rented by sponsors for use as hosting facilities.
18 Rose Garden		LAOOC hosting and spectator rest area.
19 Sports Arena		Boxing competition site.
Transportation		
20 Athlete Bus Route		Transportation route for buses arriving from USC village.
21 Limousine Drop-Off Zone		Drop-off and pick-up zone for spectators arriving by limousine or taxi.
22 Olympic VIP Parking		Parking for Olympic Family vehicles and special guests.
23 Press/Staff Shuttle		Shuttle drop-off and pick-up point from auxiliary parking facilities.
24 Spectator Charter Bus Parking	600 spaces	Passenger buses. Stack parking with each space 50 x 12.5 feet.
25 Transportation Headquarters	13,200 square feet	Headquarters for Exposition Park transportation administration and operations.
26 Transportation Terminal		30 bus bays in west terminal, 20 bays in east terminal. Served 35,000 spectators in 2-hour period.
Storage		
27 Ceremonies	60 x 80	Fireworks firing zone.
27	60 x 190	Fireworks firing zone.
27	120 x 150	Closing Ceremonies spacecraft storage.
28 Concessions storage	180 x 340	50 trailers, storage facility for Coliseum.
28	110 x 160	Storage facility for Sports Arena.
28	120 x 180	Storage facility for Exposition Park.
Other		
29 Graham Statue		
30 Theme Towers		Park entry structures.
31 Tunnel access to Coliseum		Access to field level.
32 Tunnel access to Sports Arena		Access to arena level.
33 Venue management		Coliseum compounds (see athletics for further detail).
34		Exposition Park compound with 14) 12 x 60 trailers.
35		Sports Arena compounds (see boxing for further details).
36 VIP Hosting	100 x 180 tent	Olympic Family hosting facility for 540.
37 Water Polo Training Site		50-meter pool, 1932 Olympic Swim Stadium; adjacent wading pool and Coliseum staff lounge.
38 Athlete Warm-up		Warm-up and athlete preparation areas with synthetic 60-meter surface.



6



7

6 The LAOOC decorates a newly formed bus turnaround in Exposition Park with multiple flags and banners.

7 The largest gateway of all is mounted at the corner of Menlo Avenue and 39th Street and rises over 130-feet tall.

7.02.2

Special projects at the Los Angeles Memorial Coliseum

The site of athletics for the 1932 Olympic Games, the Los Angeles Memorial Coliseum, was again host to athletics in 1984. Seating 92,516, it remains one of the world's greatest stadia. The rental agreement between the LAOOC and the Los Angeles Coliseum Commission was signed on 9 November 1980.

Ground breaking for the Coliseum took place on 21 December 1921 and the original stadium was finished on 1 May 1923, with a seating capacity of 75,000. The cost of construction was \$954,872.98. Enlargement to 101,574 seats took place between 24 February 1930 and 1 May 1931 and cost \$950,293.88. Conversion to theater-type seating reduced capacity to 92,516. There are 73,929 permanent chairs now in place plus 18,587 covered bench seats, and there are 90 entrances and 74 turnstiles. An Olympic torch sits 150 feet (45.72 meters) above ground level on the peristyle (east) end.

Over the years travertine was added to the peristyle, a 230-foot-long press box was constructed on the Coliseum's south rim, three escalators, 54 lavatories and over 20 concession stands were constructed, and in 1933 a scoreboard was erected on top of the peristyle entrance. The Coliseum is surrounded by a 10-foot-high chain-link fence topped with barbed wire.

The LAOOC was determined to refurbish the Coliseum in as many areas as possible, recognizing its place at the very center of the 1984 Games. The LAOOC worked with the Coliseum Commission to determine the nature and scope of the projects undertaken. The most obvious tasks included renovation of the infield and track on the Coliseum floor. High on the Coliseum Commission's improvement list for the stadium was a new football field utilizing state-of-the-art growing medium and drainage systems. The Coliseum management investigated the various systems available and showed a definite preference for a Hi-play system. This consisted essentially of six inches of patented growing medium over six inches of sand over six inches of gravel, all over a graded native base contoured into French drains placed in the field at 10 feet on center.

A unique construction problem arose in the drainage system on the new field. Because of the time constraints and drainage problem, sod was purchased and then the roots were thoroughly cleansed of any clay. The bare root Santa Ana Bermuda grass was then planted in the growing medium. At the same time, the curbs and base for the new track were installed.

IAAF regulations required the radius of the track curves to be 36.5 meters. The existing Coliseum track had a smaller radius and the required track would not fit in the existing space on the floor of the Coliseum. To conform to the new standard, the first row of seats on the north side of the Coliseum was removed to accommodate the new configuration.

The existing track was of Tartan material installed in 1972 and laid over an asphalt base and crushed gravel sub-base. Below that layer was brick dust from the track installed during the initial construction of the stadium. Since there was considerable debate over whether or not the Coliseum would retain the track after the Games, it was decided to put in a redwood curb on the outside of the track instead of a concrete curb. In the spring of 1983, when construction on the track was resumed, the redwood header was replaced with a concrete curb at the request of the Coliseum management. The field and track were both installed in time for a pre-Olympic athletics competition in June 1983.

Much additional work was directed to upgrading the support facilities surrounding the field of play.

The original design of the Coliseum athletic field utility conduit system did not foresee the need for a field telephone system, the requirements of television, nor the potential problems of electromagnetic interference from power lines onto telephone transmission or data lines. Consequently, an extensive redesign was initiated. Advice was received from the telephone utilities, the host broadcaster, Coliseum staff and the LAOOC Ceremonies Department staff in order to make sure that all needs were met. As a result, three eight-inch diameter plastic pipes were placed from manhole to manhole on the Coliseum floor. Basically, the system looked like a four-sided diamond with a manhole at each apex. In addition, lines went north to south to connect the two apexes directly and four-inch conduits were installed under the track at the finish line. Conduit was also installed at the northwest corner of the track at approximately the 200 meter point. These installations were used primarily by Swiss Timing and the host broadcaster.



8

In addition to a drainage system for the field of play, the LAOOC also installed a drainage system to pick up runoff water from the stadium seating areas and direct it into the pumping station in the southwest tunnel.

In agreement with the Coliseum Commission, the LAOOC provided for over \$5 million of permanent rehabilitation work on the Coliseum. General facility improvements included:

- Air-conditioning of the existing dressing rooms
- Reopening and extension of Tunnel 6
- Installation of new electric services at field level
- Installation of a new emergency electrical system
- Installation of increased electrical capacity for the new scoreboards
- Upgrading of field lighting
- Installation of a new public address system
- Repair and painting of the concourse floor
- Renovation of the concourse-level first aid room
- Upgrading of the concourse restrooms
- Replacement of 1,500 seats
- Replacement of the peristyle area fence
- Opening of a new gas line to the torch
- Press box elevator repair
- Enlargement of the existing sewer line
- Paving of the perimeter area
- Contribution to and monitoring of construction of 11 new perimeter concession stands
- Construction of a 6,000 square-foot storage building
- Other miscellaneous painting and minor repairs

8 Construction crews convert the pre-existing infield and track of the Coliseum for Olympic use.

The projects requiring the most immediate attention were the air-conditioning of the existing team dressing rooms, the upgrading of the electrical and lighting levels and the repair of the Coliseum sewer system.

Air-conditioning in the athlete locker rooms did not exist at all in the Coliseum before 1983. Although it was located below grade, the locker room complex still became quite warm on hot summer days. A water-cooled 47-ton air-conditioning system was installed in early 1983 and was immediately used by teams competing in events held at the stadium.

While the LAOOC did not choose the manufacturers of the new video and matrix scoreboards installed in early 1983 (the scoreboards were arranged for by the Coliseum Commission), the LAOOC was responsible for providing electrical power. A system was designed and installed in the peristyle end of the Coliseum. Switchboards were placed inside the large but hollow concrete columns of the peristyle while the transformers were placed underneath the peristyle arches. As the power supply was being installed, it became apparent that the existing stadium structure would not support the new, massive scoreboards. Two large 12-inch square I beam supports were placed within the peristyle arch complex to support the additional load. In addition, a new control room was built on top of the existing press box to house the additional equipment needed to operate the boards.

Existing light levels at various points on the Coliseum floor were measured in July 1982 to determine the suitability of the existing lighting for spectators and television. It became apparent that additional lighting would be needed to obtain a 200-footcandle level at all points on the track and on the infield. Initial calculations indicated that replacing each of the existing 348 lamps with 1500-watt metal halide lamps would solve the problem. These lamps were installed in February 1984 but because of the location of the existing light towers, there was insufficient light intensity at the east and west ends of the track. Additional light towers were installed at the southeast (48 lamps), northeast (36 lamps) and southwest (30 lamps) corners of the Coliseum. These poles were constructed using two wooden power poles over 110 feet in total height and supported by guy wires. When the Games were completed, the temporary lamps and poles were removed.

One of the first LAOOC projects was to increase the capacity of the Coliseum sewers. The LAOOC hired its own consultant to make an independent investigation of the situation. The consultant determined that the trunk sewer line in the Coliseum extending out into the public sewer system could be totally replaced and increased from six to eight inches although the existing six-inch sewer was barely adequate in size. Differential settlement had built up in the pipe over the years and led to stoppages in the plumbing. Since the sewer had to be reworked to correct the misalignments, it was decided to increase the pipe size as adequate reserve for future additions at the Coliseum.

In addition to the agreed-on scope of the rehabilitation project at the Coliseum, the LAOOC also:

- Installed a grade level conduit chase across the perimeter area for use mainly by host broadcaster television crews
- Painted the peristyle seats
- Replaced the concrete at the peristyle between the seats and the perimeter fence
- Painted the peristyle ceiling
- Replaced the fence on top of the Coliseum rim
- Provided air-conditioning to the Coliseum office building located north of the peristyle

The LAOOC's extensive refurbishment program not only assisted in the preparation for the 1984 Olympic Games, but left the Coliseum much improved for years to come as the showplace of spectator sports in Los Angeles.

7.02.3

Athletics: Coliseum

The Los Angeles Memorial Coliseum was the location for Opening and Closing Ceremonies and all athletics competition, including the finish for both marathons.

An eight-lane, 400-meter track equipped with turns that had a 36.5-meter radius was installed and some seating had to be modified to accommodate the width of the track. The synthetic surface was made of Rekortan Sports Corporation/C. Voigt Sohne GmbH's "Rekortan," the same material installed at Munich's Olympiastadion for the 1972 Olympic Games.

The stadium infield was equipped with two runways for the long jump and the triple jump on the south side, two pole vault runways on the north side, three high jump areas on the east end, two shot put circles on the west side, a discus and hammer circle in the northeast corner and a javelin runway east of the infield. The placement of field event areas was determined by the effects of sun and wind, scheduling and crowd control. Tunnel 6 leading from the field level to the outer concourse was reopened and extended.

Three new scoreboards were installed in 1983, including a 36-foot by 48-foot wide (11 meters by 14.6 meters) full color video system board and a full lamp matrix black-and-white board measuring 30-by-48 feet (9.1 meters by 14.6 meters). Additionally, a 165-foot (50.3-meter) high, freestanding full lamp matrix display was erected facing the Harbor Freeway. The \$12.5 million project was arranged through private sponsorship. A 10-line alphanumeric board was installed over the west end tunnel by Swiss Timing.

In order to facilitate results production, a finish line stand on the field was erected for use by Swiss Timing. A two-story photo print booth was assembled and placed on the rim of the Coliseum directly overlooking the finish line. The booth was constructed with steel to avoid any movement of the finish line camera. A special results area was set up in an adjacent office area to print and distribute results. Four trailers with reinforced frames and auxiliary air-conditioning were constructed to accommodate the environment-sensitive Xerox photocopying machines. Additional platform covers were installed over specified tunnels for use by the host television broadcaster and official film crews.

The athlete facilities were concentrated in the Los Angeles Swim Stadium. The Swim Stadium, adjacent to the Coliseum, was built for the swimming and diving competitions of the 1932 Games. During the 1984 Games the Swim Stadium was used to house the support operations for the athletics events. The lower level was used as an athlete rest area and the upper floor was used for the offices of the athletics commissioner and the ceremonies production staff. The main pool was used as a swimming and water polo training site. The grassy area fronting the swim stadium was outfitted as a final warm-up area for competing athletes. A six-lane, synthetic, 60-meter warm-up track and shot put and discus circles were constructed and a refreshment and shaded rest area were added.

Athletes arrived at the athletics venue by shuttle bus from the USC Village. They disembarked in the secured, final warm-up area and proceeded to the field-of-play through the southwest tunnel. After competing, athletes exited the Coliseum through the reopened Tunnel 6. The LAOOC extended the tunnel to the south adding conduit space and refinishing the interior with paint, carpet and lighting. The athletes passed through the press mixed zone (formed by a four-foot high fence) and formal interview tents on their way to the shuttle bus pick up area. Additional asphalt was installed to allow the buses to complete the circle without leaving the secured area.

The Olympic Family entered the athletics venue at the scaffold structure spanning Hoover Street. They were directed to the Olympic Family lounge area which was an enclosed, fenced area of 20 tents (20-foot square). A festive atmosphere was created by decorating tent supports, carpeting and plants. Four of the tents were used for the preparation of food. Holes in the tent tops provided ventilation. Upon exiting the hosting area, Olympic Family members were within 100 feet of their seats in the Coliseum and the Sports Arena.

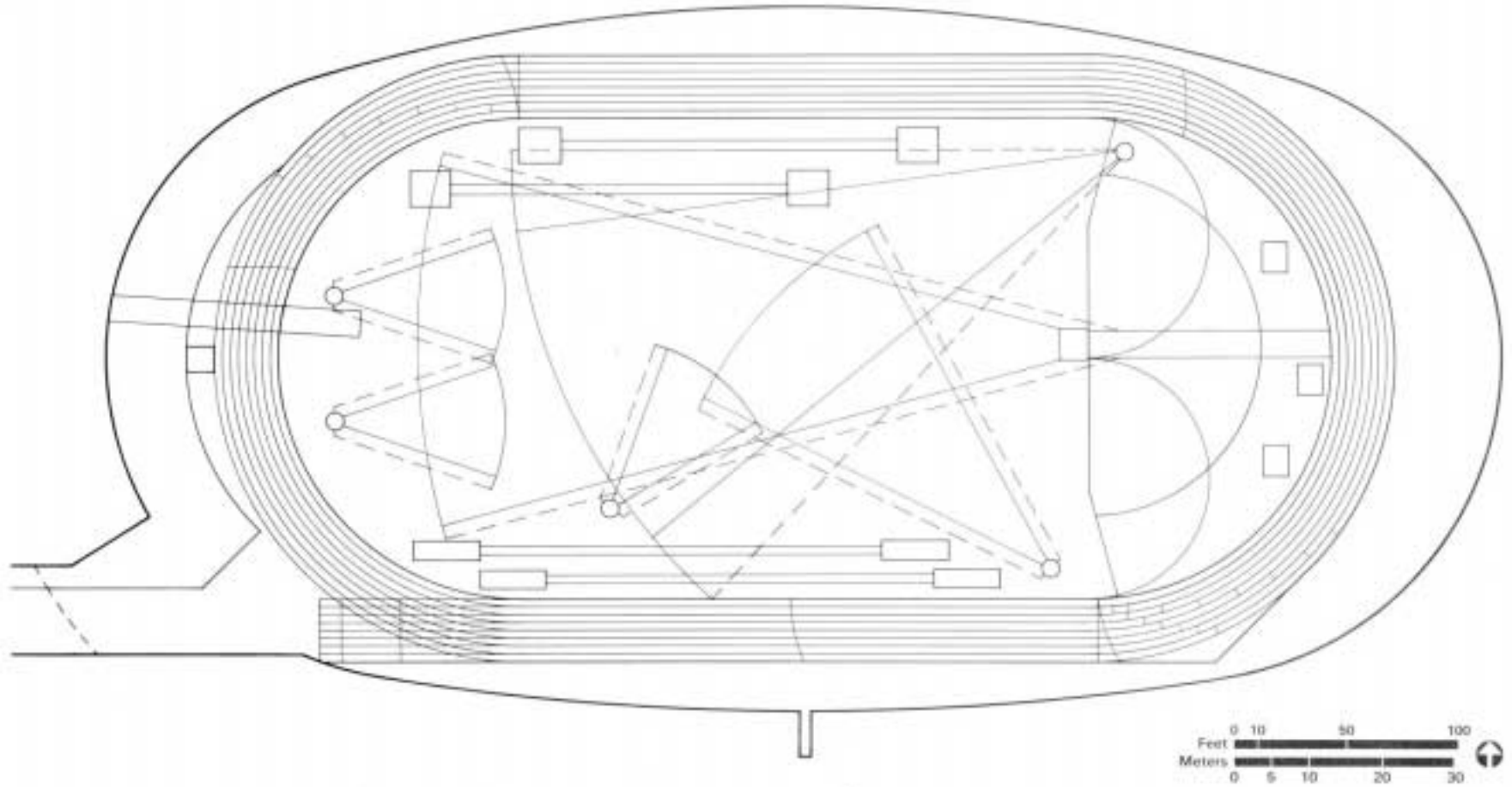
Media and LAOOC staff arrived at the athletics venue by shuttle bus at an area off Martin Luther King Jr. Boulevard. Media gained access to the site through the VIP entrance. A special media concession and rest area was located between the Coliseum and the Sports Arena. More than 2,000 seats were removed from the Coliseum and benches and tables installed to accommodate the seating and working needs of both the written and broadcast media.

LAOOC staff entered the Coliseum through the perimeter fence at a designated gate. Ten tents were set up at the entrance for staff access control. Office areas for LAOOC staff were created in seven double-wide (24-foot) and eight single-wide (12-foot) trailers. The staff lounge and eating area was located in the east pool area of the Swim Stadium. Nineteen 20-foot square tents were installed.

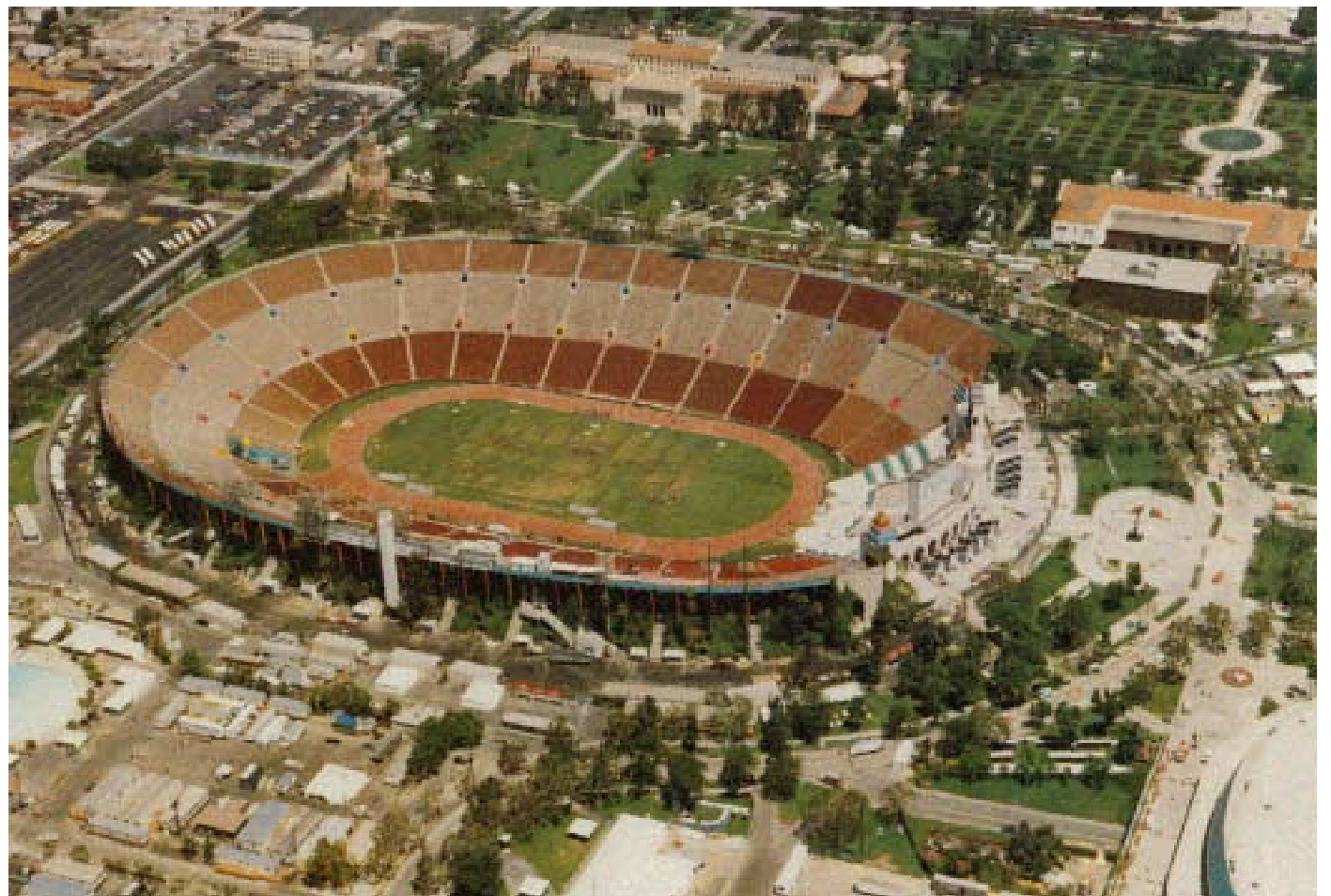
Four emergency generators were housed in 40-foot trailers installed outside the Coliseum perimeter fence, camouflaged by fencing and decorative fabric. All back-of-the-house areas were supplied with temporary power and tents were equipped with fluorescent lighting. The television compound had its own generator.

Architecture and Construction

Composite plan of field of play for Athletics events

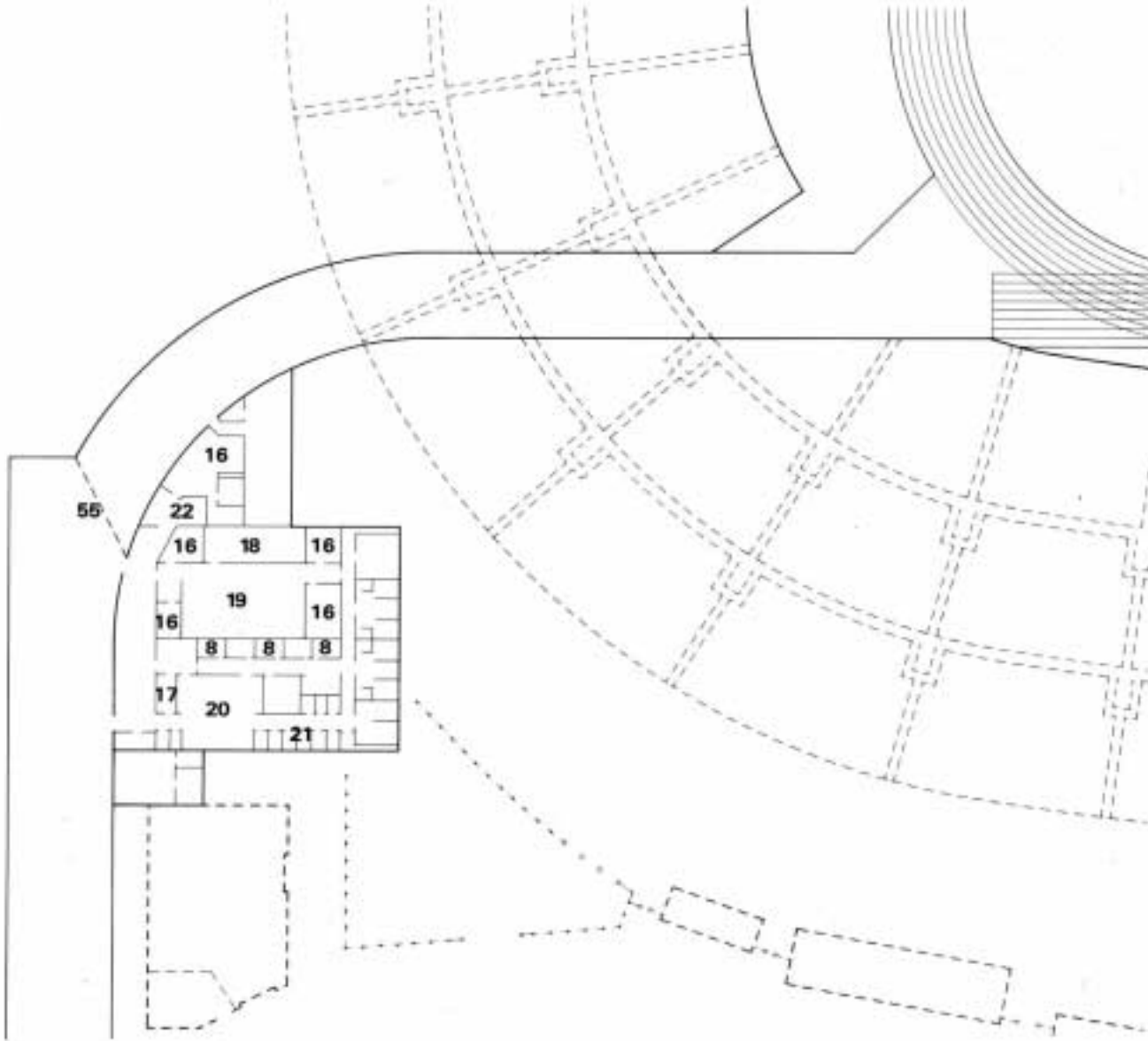


9 The Coliseum is ready for the Opening Ceremonies just days prior to the beginning of the Games.

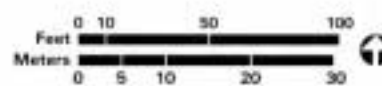


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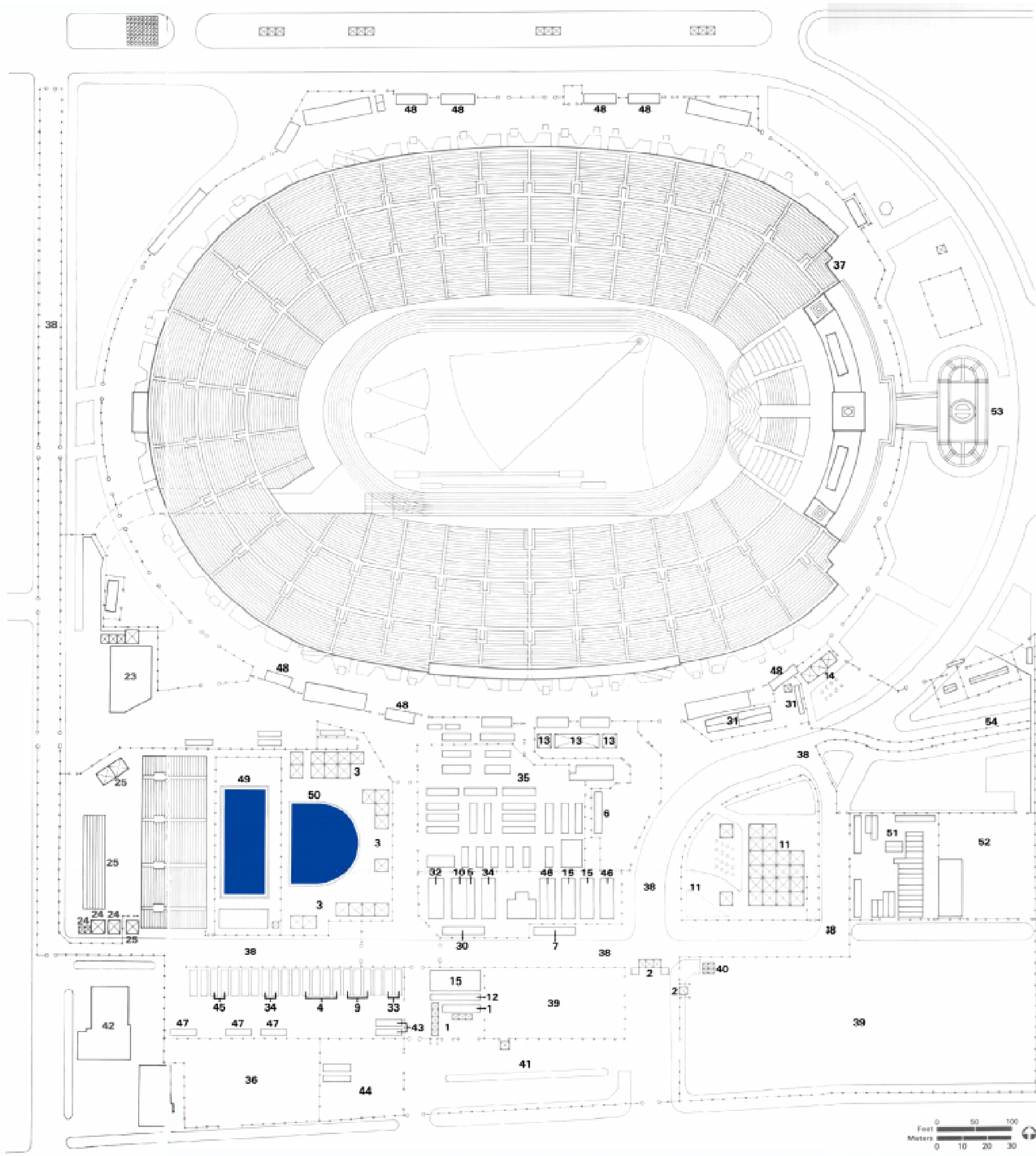
Detail of underground athlete circulation to Coliseum field of play



First and second level plans showing activities beneath Swim Stadium seating



Athletics site plan
Exposition Park



Architecture and Construction

Athletics

Introduction Competition in athletics took place at the Los Angeles Memorial Coliseum. Existing athlete and officials' facilities in the stadium were augmented by use of trailers and the Swim Stadium offices and lockers utilized in the 1932 Olympic Games. All venue operation facilities were housed in trailers. Because the Coliseum was in close proximity to the Sports Arena (boxing), facilities for parking, Olympic Family lounge and press working facilities were shared. Space use programs given here reflect use during the athletics competition and not variations for Opening or Closing Ceremonies. Spectator facilities located outside the Coliseum perimeter are listed under Exposition Park.

Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Administration	12 x 60 trailer	Badge storage and inventory. Office for accreditation manager and 6 staff.
1 Staff Entry	10 x 50 tent	Staff entry and badge distribution.
2 Guest Entry	10 x 50 tent	All Olympic Family members gained access to venue via separate gate; shared with boxing.
2	10 x 20 tent	VIP accreditation and information area.
Food Service		
3 Eating Area/Lounge	(20)20 x 20 tents	Lounge and eating area for 450 and food distribution area.
4 Storage	(5)10 x 40 trailers	Refrigerated storage.
Finance		
5 Audit, Cash Control	12 x 60 trailer	Office for 12. Responsible for cash control, purchasing, inventory.
Health Service & Medical Control		
6 Doping Control	12 x 60 trailer	Waiting area for 30, television, refrigerator; processing or work area for 12, refrigerator, testing area with toilets and handwash facilities.
Spectator First Aid	(5)400 square feet	First aid stations with toilet and handwash room facilities, 2 cots, examination table, 10 chairs, refrigerator.
7 Hospital	12 x 60 trailer	Waiting area for 10; examination and treatment area with 2 cots, 1 examination table; refrigerator, storage room. Office for 6.
8 Sports Medicine	16 x 72	Waiting area for 8; 10 private treatment rooms each 6 x 8.
	8 x 16	Storage.
Material Acquisition & Distribution		
Administration		Office for 5 (see Venue Operations).
9 Storage	(3)10 x 40 trailer	
Olympic Family Services		
10 Administration	25 x 60 trailer	Private office for co-commissioners, 2 private for senior management, 3 secretary/support; office for 2 Language Services coordinators, waiting area for 15 linguists. Language service staff/serviced Olympic Family Lounge.
11 Hosting	100 x 180 tent	Lounge for 540 with beverage and snack service. Shared with boxing VIP.
VIP Hosting	18 x 128	Two-tiered seating for approximately 200 VIP guests. Full meal and beverage service in Coliseum press box.
Personnel		
12 Administration	12 x 60 trailer	Responsible for payroll, timekeeping and staff scheduling. Office area for 8.
Press Operations		
13 Interview Room	(2)20 x 30 tents	Each tent: seating for 75, elevated platform, sound system, television lighting.
13	30 x 60 tent	Seating for 150. elevated platform, sound and light system.
Press Seating	1658	879 positions with desks, 779 without desks.
14 Press Lounge	20 x 60 tent	Eating area and lounge in private compound with food and beverage sales.
Staff Offices	(5)10 x 14	Located in Sports Arena (see boxing plan).

Sub-Center	68 x 132 and 36 x 80	276 working places in sub-center located in Sports Arena (see boxing plan).
	32 x 50	Back up facility with 40 working places. Located in Sports Arena (see boxing plan).
Security		
15 Command Center	(2)25 x 60 trailers	Each with 2 private offices, briefing area/lounge for 24.
15	25 x 60 trailer	Los Angeles Police Department.
	(2)6 x 8	Private rooms in press box for observation posts.
Sports Administration		
Federation Services		
16 IAAF Offices	15 x 16	Office for IAAF president and 2 guests, television.
16	12 x 16	Office for IAAF secretary-general.
16	10 x 16	Office for IAAF secretariat, television.
16	18 x 24	Video viewing room for 9, projector, VCR.
16	16 x 18	Office for 3 technical delegates.
17 NGB Office	8 x 16	Office for 2 of the U.S. national governing bodies.
18 Conference Room	16 x 40	Jury and IAAF council meeting room for 18.
19 Hosting	32 x 50	IAAF hosting and reception area for 30.
20 Field Officials' Lounge	32 x 36	Lounge for 32, television, beverage service.
21 Officials' Dressing Room	(10)6 x 8	Private dressing rooms with adjoining locker and shower facilities.
22 Drawing and Seeding Room	14 x 16	Office for 1, television.
Athlete Services		
23 Equipment Storage	5600 square feet	Equipment control and storage room.
24 Rest Area	40 x 50	Rest area with 12 cots, refrigerator, television, 4 rub-down tables, 12 chairs; primarily for athletes in multiple events.
24	20 x 20 tent and 10 x 20 tent	Athlete rub-down, 8 tables.
24	20 x 20 tent	Refreshment kiosk.
25 Check-In Information	20 x 20 tent	Check-in at entry to warm-up area.
25	(2)20 x 20 tents	Final check-in point prior to competition, 4 staff.
25 Warm-Up Track	60 meters	6 lane synthetic track; shotput and discus ring; same surface as competition surface.
Competition Management		
26 Commissioners' Office	18 x 18	Office for co-commissioner, athletics.
26	10 x 18	Operations review and meeting room.
	16 x 18	Observation post in press box for commissioners.
27 Conference Room	15 x 45	Meeting room for 22.
27	54 x 60	Meeting room for 50.
28 Competition Staff	11 x 14	Office manager and secretariat.
28	10 x 10	Office for verification coordinator.
28	18 x 18	Office for start list supervisor.
28	10 x 12	Staff message center, 250 individual mail boxes.
28	20 x 26	Office for 2.
28 Competition Directorate	18 x 60	Double-tiered seating in press box with overview of field. Seating for 20, closed circuit television for competition director and staff.
29 Stewards Room	30 x 40	Waiting area for 40, television.
Field of Play		
		400 meter 8-lane synthetic track with 36.5 meter turn radius. Competition facilities included: 2 long jump/triple jump runways 2 pole vault runways 3 high jump areas 3 shot put circles (1 circle in the center of the stadium) 2 discus and 1 hammer circles 2 javelin runways

Technology		
30 Message Center	12 x 60 trailer	Communications and message receiving center for staff and officials; radio and pager distribution.
Results	(4)6 x 12	Results input tables located on the field of play.
	8 x 24	Results input area in existing press box.
31	10 x 40 trailer	Results input, pager storage, system administration area.
31	25 x 80 trailer	Results output photocopy and distribution center.
32 Staff Offices	25 x 60 trailer	Sponsor/vendor work area for 30, staff offices for 8.
33 Swiss Timing	(2)10 x 40 trailers	Storage
	20 x 48	Timing control room. 31 operators in existing press box.
	6 x 8	Photo-finish cabin located at finish line.
	8 x 32	Scoreboard control room in press box.
34 Storage	(4)12 x 60 trailers	One trailer for spare radio parts, 3 trailers for storage of Xerox supplies.
Television		
35 Trailer Compound	240 x 340	Television and telephone production and transmission vehicles.
36 ABC Parking	120 x 200	Vehicle parking for ABC staff.
Ticketing		
37 Administration	15 x 30	Office for 2. Ticket counting space.
Information	(4)4 x 6	Existing ticket windows for general information and will call. No on-site ticket sales.
Transportation		
38 Athlete Bus Turnaround/Route		Shared by athletes in boxing and athletics.
39 VIP Parking		Spaces for VIP parking.
40 Drivers Lounge	20 x 20 tent	Lounge for 50.
41 Staff/Press Shuttle		Drop-off zone from satellite parking facility.
42 Transportation Headquarters	13,200 square feet	Administration and dispatch office for Exposition Park transportation operations.
Venue Operations		
43 Construction	12 x 60 trailer	Office for construction coordinator, work area for 8 staff, conference room for 10.
43	12 x 60 trailer	Office for graphics coordinator, storage space, work area for 8.
44	120 x 120	Construction equipment storage compound.
45 Maintenance	(2)10 x 40 trailer	Supply and storage.
46 Venue Staff Offices	25 x 60 trailer	3 private offices for venue manager and 2 assistants. Work area for 3 secretary/support, conference room for 16.
46	25 x 60 trailer	Private office for ceremonies coordinator, 15 x 25 office for 5 from material supply, office for 3 maintenance staff; open area with table space for coordinators of custodial, food service, concessions, press.
47	(3)8 x 30 trailers	Staff rest area with cots.
Spectator Services		
48 Food Service	(14)10 x 50	Food service stands with 8 service lines each.
Novelty Stands	(20)10 x 10 tents	Novelty sales to public.
	(3)8 x 40 trailers	Novelty storage.
Program Stands	(25)3 x 4	Portable program sales points.
Public Seating	92,516	
Other Site Facilities		
49 Water Polo Training Site		50-meter pool.
50 Wading/Recreation Pool		For use by athletics staff.
51 Boxing Venue support Compound	110 x 160	Concessions storage and materiel supply compound.
52 Boxing Compound	140 x 160	ABC television compound.
53 Graham Statue		
54 Tunnel Access to Sports Arena		
55 Tunnel Access to Sports Arena		



10

- 10 The Los Angeles Memorial Coliseum was the site of the 1932 Games, and is decorated in Festive Federalism for the 1984 Games.
- 11 Construction workers toil during the building of the ceremonies stage area for the Opening Ceremonies.



11

7.02.4

Ceremonies: Coliseum

Although a vast majority of the construction that took place on the Los Angeles Memorial Coliseum was done to provide a backdrop for the athletic competition and services for the spectators, the construction of the Olympic Look most dramatically affected the Opening Ceremonies. In particular, the peristyle structure at the east end of the Coliseum proved to be the focal point for most of the activities that took place during the Opening Ceremonies.

The Coliseum Commission felt that the existing Look of the Coliseum should not be altered, although some changes had to be made to cover the existing advertising on the scoreboards as required in the Olympic Charter and to accommodate thematic elements for the Games. Eventually a design was worked out that included a horizontal fascia hung over the top of the peristyle and an extension to the central arch. The fascia carried lettering spelling out "Games of the XXIIIrd Olympiad" on one side of the arch and "Los Angeles, California 1984" on the other. The main arch false-front carried a 35-foot set of rings that were alighted as part of the lighting of the torch during the Opening Ceremonies.

Since nothing could be hung from the scoreboard structures above the peristyle itself, structural columns were added to that section of the fascia crossing in front of the scoreboards. Twelve columns were added, although only four were needed structurally. Thin steel piping was installed to support the painted, 3-foot-high sonotubes that were set on 4-foot by 6-foot-high bases in front of the existing columns.

The two scoreboards added to the top of the peristyle in 1983 were not integrated into the original Look plan for the Coliseum. The LAOOC design plan then called for a three-dimensional graphic with vertical fins attached to the back of each scoreboard (one was placed on each side of the torch) with the Olympic rings on one and the *Star In Motion* on the other. In June 1984, the Coliseum Commission requested that the company holding the maintenance contract on the scoreboards be allowed to approve all details because of the sensitivity of the electronic equipment inside. After discussions with the scoreboard company, the design was modified and hung from existing outriggers to avoid penetrating the scoreboard skin. At this time, construction details for the fascia on the interior of the Peristyle were being changed for similar reasons, and it was decided to just paint the backs of the scoreboards with the rings and *Star In Motion* graphics and not install the fins at all.

Twelve IOC flags were raised on existing flagpoles and four-foot gold-colored stars on copper bases were added to each end of the peristyle. These were redesigned in size to cut costs and then constructed on the ground and hoisted into place by crane.

A major visual element eliminated from the original peristyle design was a disk below the torch. Recent Games have all had a large disk holding the flame. However, the Coliseum had an existing torch that was used for the 1932 Olympic Games and the Commission felt that it (combined with the peristyle itself) was the recognized symbol of the Coliseum and should not be altered for the Games.

The final determination of how to light the Olympic flame was not made until only shortly before the Games. A number of different ideas were tried before the slip-stair rising with the torch runner was approved. Ceremonies contractors installed the slip-stairs and the main stage over the peristyle without any problems. Ceremonies requirements also affected the design of Exposition Park and the areas surrounding the Coliseum. Final locations for the fireworks areas were decided very late in the construction schedule. For Opening Ceremonies, a 60-foot by 60-foot fenced area north of the peristyle plaza was required as well as a 60-foot by 60-foot plot in the grass area between the Coliseum and Figueroa Street.

The Coliseum press box used as the hosting area for the President of the United States, the IAAF and other dignitaries underwent additional construction as a security measure. Steel plate was added to the floor and bullet-resistant windows and air-conditioning were installed. The president's advance group worked with the LAOOC to pinpoint the access/exit routes required. As a result, security fencing was taken down and relocated. Additional fencing was requested by the advance staff prior to Opening Ceremonies and was installed in the perimeter access area, near the press box elevator.

An additional fence was installed from the Sports Arena to the Coliseum fence to allow participating athletes to leave the Sports Arena on the concourse level during Opening Ceremonies and march undisturbed toward the entry tunnel to the Coliseum. Even so, large crowds formed in this area during the Opening Ceremonies hoping to catch a glimpse of the athletes.

After the Opening Ceremonies there was a five-day break before the beginning of the athletics events during which the slip-stairs were removed from the stage and the necessary equipment was installed for the athletics events.

The role of Architecture/Construction in the construction of temporary facilities for the Closing Ceremonies was primarily supervisory. Members of the Ceremonies staff designed the



12

12 A giant stage is installed in a matter of hours following the end of the athletics competition for use in Closing Ceremonies.

stage sets in conjunction with a production company experienced in major events stage construction. Other elements of the production that required construction were done by other experienced outside contractors. These elements included the construction of a 180-foot-wide multi-level stage with special effects water fountains and pyrotechnics, the construction of an elaborate "spaceship" lighting truss manipulated by remote control and carried by a helicopter, facilities for a 20-minute pyrotechnic display above the Coliseum and four specially designed lighting towers to illuminate the stage. Approximately 140 volunteers were used to lay a plywood road over the top of the track surface in the Coliseum for protection against damage that might have occurred during the setup period.

The immensity of the Closing Ceremonies construction project cannot be overstated, however. The move of the Closing Ceremonies' sets from Aviation High School to the Coliseum required 60 trucks, and the entire Coliseum floor reconstruction was completed in less than 18 hours.

Closing Ceremonies production requirements included a 60-foot by 80-foot fenced area constructed north of the peristyle plaza and use of a 60-foot by 120-foot area in the grassy area in the middle of the vehicular access route off Figueroa Street for fireworks. A 120-foot by 150-foot fabric-covered, fenced area was required in front of the Sports Arena to conceal the spaceship.

It was the responsibility of the Construction Department to make sure that the physical facility remained intact and undamaged even as this massive project moved ahead. Even though the Games ended with the Closing Ceremonies, it was vital that the improvements made to the Coliseum remained for athletes and spectators of the future to enjoy.



13



14

13 The velodrome is one of only three permanent facilities built specially for the Games by the LAOOC.

14 The velodrome is ready for Olympic competition with the addition of temporary stands for spectators and team cabin areas for the competitors.

7.02.5

Cycling: Velodrome

Ground was broken on 9 July 1981 for the first world-class cycling track in the western United States. Construction took place on the 6.5-acre site located at California State University at Dominguez Hills. The university was the recipient of the velodrome as a permanent gift from the LAOOC and the Southland Corporation, which funded the construction of the facility as a part of its Games sponsorship agreement.

The oval concrete track measured 333.33 meters long and seven meters wide. Turns were banked at 33 degrees, allowing cyclists to attain speeds of up to 75 kilometers per hour (47 mph). Temporary stands to accommodate 6,400 spectators were erected for the Games to supplement 2,000 permanent seats. Permanent lighting was installed to meet television standards.

In early 1982 when the velodrome was nearly completed, it was tested by riders from the United States Cycling Federation and the Federation Internationale de Cyclisme Amateur (FIAC). The test results were favorable. Riders noted that the velodrome has an excellent shape, allowing for spectacular racing speeds. The transitions were judged extremely smooth and the surface material (Chem-Comp) was described as outstanding. The FIAC certified the track on 10 May 1982.

The facility was dedicated on 8 July 1982, with U.S. Olympians Eric Heiden and Sheila Young Ochowicz pedaling the first official lap. The first competition event, the 7-Eleven/Bicycling Magazine Grand Prix, followed on 9–10 July and drew overflow crowds. In 1983, the LAOOC hosted the Murray/7-Eleven International Cycling Invitational on 8–9 July 1983.

Concern was raised shortly after the 1983 event over the surface integrity of the velodrome because approximately 30 hairline cracks had

formed. Most were vertical and extended the full width of the track. It was determined at that time that the cracks were no detriment to the cyclists, but it was necessary to determine their long-term effects.

The general contractor was consulted and arranged for three concrete analyses. All agreed that the structural integrity of the velodrome was not in jeopardy. Additional research indicated the situation was normal for chemically-compensated concrete velodromes.

The outcome was to maximize use of state-of-the-art concrete technology by filling and sealing the cracks. By injecting a slightly elastic epoxy substance into the cracks, the surface was bonded without risking the creation of stress points and promoting further cracking. A grinding system eliminated some of the bumps common to concrete banked velodromes.

After five weeks of grinding, patching and crack injection, the track surface was significantly improved. Once these procedures had been completed, the entire racing surface was coated with polyurethane to seal the concrete and afford the cyclists the fastest riding surface available on a concrete track. Feedback received from the Olympic competitors was positive. The general feeling was that the track was "fast yet sticky" implying that the surface was smooth, fast and safe for competitors. The results were near world-record times for low altitude sites.

Additional permanent improvements were made to the velodrome stadium for the benefit of California State University at Dominguez Hills which managed the facility. The work included lowering the eastern half of the infield four feet and constructing a shade cover three feet above ground level to provide a comfortable holding area between races for athletes and team personnel, while allowing unobstructed viewing across the entire track from the spectator area. Work included grading, paving, drainage system modification and the addition of stairways and retaining walls.

An 80,000-square-foot area directly east of the facility was graded and paved and was used as the management and athletes' compound. It subsequently was left to the university as a parking area. Facilities were established in trailers and tent structures and included space for a rest area, medical services and a bicycle repair and maintenance area. Landscaping, including new sod and trees on the infield and ground cover on the entrance road, was installed by the LAOOC.

The velodrome was constructed with adequate but minimal permanent external support facilities. An emergency exit stairway was constructed in the southwest corner of

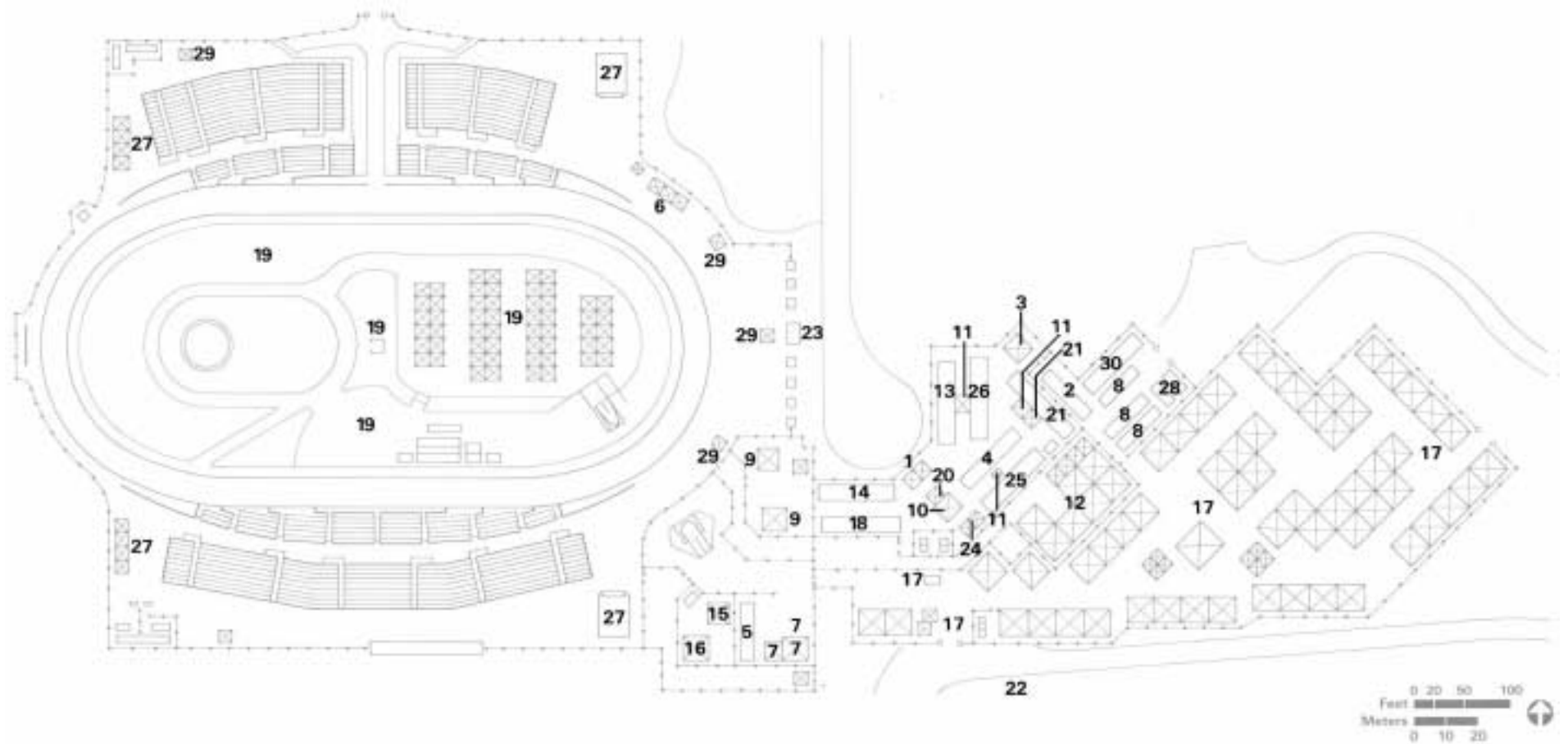
the facility as required by the local fire marshal. Stainless steel windows with fiberglass screens were installed in the permanent concession stands as required by the Los Angeles County Health Department.

The balance of work performed at the velodrome was temporary improvements required to stage the Olympic competition. The original scope of work for temporary construction included the addition of 4,000 square feet of chain link fence; portable toilets; trailers; miscellaneous tents and shade structures of varying sizes; temporary bleacher seating for 6,400 people; infield platforms for judges, commissaires, announcers, results personnel, jury members, photo-finish and television cameras; a scoreboard, including structure and Swiss Timing electronic panels; and an air compressor (175 psi) with 700 feet of hose and two fillers with pressure gauges and relief valves.

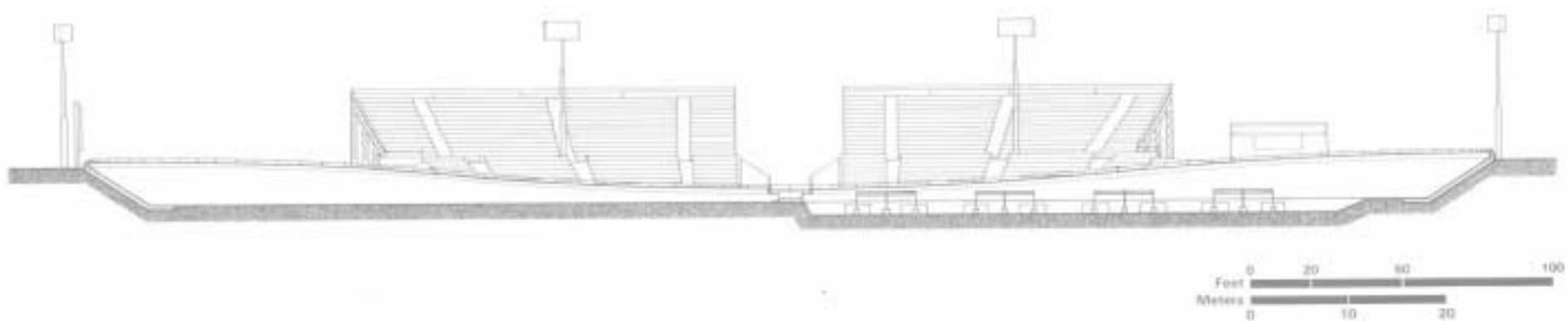
Construction of temporary facilities was affected only slightly by the boycott of the Eastern Bloc countries. The 54 team tents and equipment storage facilities originally planned were reduced to 45. Other changes, unrelated to the boycott, dealt primarily with increases in the number of shade structures used by athletes and officials.

In general, the construction of items included in the original scope of work proceeded smoothly and without incident. Coordination with contractors and technology sponsors was good. All contracts were adhered to and all facilities were constructed on or ahead of schedule.

Plan of cycling velodrome and adjacent support areas at California State University at Dominguez Hills



Enlarged section through velodrome looking north



Architecture and Construction

Cycling: Velodrome

Introduction	The cycling velodrome is an open-air facility with a concrete track and limited permanent facilities. All athlete and staff facilities were installed on a temporary basis utilizing tents and trailers. Spectator facilities were augmented utilizing tent structures.	
Department/function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff Entry	10 x 20 tent	Staff entry, badge issue, storage and distribution point. Work area for 9.
Food Service		
Administration		Office area for 3 food service staff (see Finance).
2 Storage	10 x 44 trailer	Refrigerated storage.
3 Distribution	15 x 15 tent	Adjacent to refrigerated trailer.
Finance		
4 Audit, Cash Control	12 x 60 trailer	Office for 6, trailer shared with food service and transportation.
Health Service & Medical Control		
5 Doping Control	10 x 44 trailer	Waiting area for 13, refrigerator, television; processing area for 5, refrigerator; testing area with toilets, handwash facilities.
6 Spectator First Aid	10 x 30 tent	Waiting area for 10, treatment table, 2 cots, television, handwash facility.
7 Sports Medicine	20 x 20 tent	Tent with waiting area for 6, 5 cots, portable handwash facility, refrigerator, television. Additional station on infield (see Sports Administration).
7	15 x 15 tent	Massage therapy area.
Material Acquisition & Distribution		
Administration		12 x 10 office within trailer, shared with Construction and Maintenance (see Venue Operations).
8 Storage	(3)8 x 40 trailers	
Olympic Family Services		
9 Hosting	20 x 20 tent and 15 x 15 tent	27 chairs, 3 serving tables, refrigerator, tables, closed circuit television, snack and beverage service; administrative area for 2.
10 Language Services	15 x 15 tent	Waiting area for 14, 1 work station.
Personnel		
Administration		Responsible for payroll, timekeeping and staff scheduling. Office area for 2 (see Venue Operations).
11 Lounge	(3)10 x 10 tents	Tent lounges for 10 each.
Press Operations		
12 Interview Room	20 x 40 tent	40 chairs, elevated platform for 6.
Mixed Zone	20 x 20 tent	Located at tunnel entry to infield.
Photo Positions		7 in infield.
Press Seating	214	110 seats with desk, 104 without.
12 Press Lounge	20 x 20 tent	Tables and chairs for 16; beverage service.
12 Staff Offices	(3)10 x 10 tents	Office areas each for 4 staff.
12 Sub-Center	40 x 50 tent	40 working places.
Security		
13 Command Center	12 x 60 trailer	Office area for 26; 11 extra chairs, refrigerator, television.
Sports Administration		
Federation Services		
14 FIAC Offices	12 x 60 trailer	Air-conditioned trailer with 12 x 14 private office for FIAC president and 2 guests, television and refrigerator, 11 x 12 office for 2 technical delegates and 2 guests; 18 x 12 area for the national governing body staff.
15 Jury/Draw-room	15 x 15 tent	Conference room for 12.
16 Judges/Officials' Lounge	20 x 20 tent	Lounge for 19. television, telephone, refrigerator.
Athlete Services		
17 Athlete Compound		Definition: fenced area outside the velodrome with athlete rest, feeding and competition preparation facilities.
17 Equipment Storage	8 x 12	Lockable container in athlete compound.
17 Equipment Repair	30 x 30 tent	Facility with 7 x 12 lockable storage, (3)8-foot work benches, 6-foot bench, 2 bike racks, air compressor.
17 Toilet Facilities	(2)10 x 20	Each with 8 portable units, 2 handwash facilities.
17 Team Room	(45)20 x 20 tents	Individual team tents with 7 x 12 lockable storage bin, massage table, 3 folding cots, work bench, water dispenser, (2)6-foot benches, bike stand, bike rack, 3 chairs, clothes hooks.
17 Lounge (Athlete)	(2)20 x 20 tents	Lounge area for 26, television, refrigerator.
	30 x 30 tent	Lounge area for 36, television, refrigerator.
17 Athlete Information	10 x 20 tent	Information board, 60 message holders, work area for 4.
Competition Management		
18 Commissioner's Office	12 x 60 trailer	Private 10 x 12 office for the commissioner and 2 guests; 8 x 12 office for secretary/support; balance of space had meeting room for 4, photocopier, refrigerator, television.
Field of Play		
19 InField		
19 Awards Platform	3 x 15	Stored in infield.
19 Commissioner's Stand	15 x 30	Elevated platform in infield.
	6 x 8	Results input table.
	6 x 20	Shade structure located immediately behind stand.
19 Equipment Repair	10 x 10 tent	7 x 10 lockable storage, (3)8-foot workbenches, 8-foot bench, 2 bike racks.
19 Judges' Platform	6 x 10	Elevated seating for 5 on infield at finish line.
19 Jury Platform	6 x 8	Elevated seating for 2 on infield at finish line, directly behind judges' platform.
19 Public Address Announcer	8 x 10	Elevated platform for 3 at finish line.
19 Pursuit Platform	10 x 10	Elevated platform located in center of infield.
19 Sports Medicine	10 x 10 tent	3 treatment tables, 3 chairs, mobile emergency cart at infield tunnel entry point. Physician and athletic trainer at 2 other points in track infield.
19 Team Box	(52)10 x 10 tents	Each box with 5-foot bench, bike rack.
Technology		
20 Message Center	10 x 10 tent	Communications and message receiving center for staff and officials, radio base station, work area for 6.
21 Results	12 x 60 trailer	Results output, photocopy and distribution area; sponsor/vendor work area for 10.
	10 x 10 tent	Staff work area for 3.
	6 x 18	Results input on commissioner's platform (see Field of Play). Photo-finish tower elevated 7 feet.
Swiss Timing	6 x 10	Timing and scoreboard control table for 3.
Television		
22 Trailer Compound	68 x 340	Telephone and television production and transmission vehicles.
Ticketing		
Administration		Office area for 2 (see Venue Operations).
23 Information	8 x 12	Information and will-call points. No ticket sales on site.
Transportation		
Administration		9 x 12 office for 3 within trailer (see Finance).
24 Driver Lounge	10 x 20 tent	25 chairs, television, beverage dispensers.
Parking	3,700	35 spaces for handicapped spectators.
Venue Operations		
25 Construction	12 x 60 trailer	Office space for 9, shared with Maintenance and Material Supply.
26 Venue Staff Offices	12 x 60 trailer	Office area for venue manager, secretary/support and staff coordinators of television, concessions, ticketing, personnel, materiel.
Spectator Services		
27 Food Service	(2)8 x 32	Stands with 6 service lines each.
	(2)10 x 40 tents	Temporary service stands with 8 lines each. Public eating area with 120 chairs.
28 Food Storage	(2)8 x 20 trailers	Refrigerated trailer.
29 Novelty Stands	(4)10 x 10 tents	Novelty sales point for public.
30 Novelty Storage	12 x 60 trailer	
Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.
Program Stands	(4)4 x 4	Portable program sales points.
Public Information	10 x 10 tent	General information point for spectators.
Public Seating	8,400	

7.02.6

Hockey: Weingart Stadium

Announcement of East Los Angeles College (ELAC) as the site of the hockey venue was made 14 April 1982. The hockey competition was held in ELAC's 22,000-seat stadium and adjacent facilities included the ELAC gymnasium, volleyball courts and intramural fields. Ample spectator parking was located on the campus and in close proximity to the venue.

The Weingart Foundation, a non-profit philanthropic California corporation, pledged \$3.2 million to help refurbish the ELAC stadium, including installation of a SuperTurf field and an all-weather synthetic track made of Regupol. Work, including permanent and temporary construction, was begun in late 1982. The stadium was re-named Weingart Stadium in honor of the gift.

The stadium cost \$3 million to build in 1951. It was built on a hillside in an east-west direction. The walkway at the top of the north grandstands is at street level and the grandstand itself is below ground; the south grandstands rest on a fill area.

Inasmuch as construction of the infield could not start until the end of the American football season in early December, there was concern about the potential damages and delays caused by the Southern California winter rainy season that runs from January through April.

Drainage of the rain water was a major design and construction consideration. In addition to the sheet flow of water on the driveway and the stadium seats, water that would normally seep into the grass field and dirt track had to be removed via an underground drainage system. The field was at least 10 feet below the elevation of the outside walkway and the nearest storm drain line was a 48-inch diameter pipe located about 80 feet away from the south east corner of the field. Thus, a new 12-inch-diameter storm pipe running parallel to the track straightaway was installed. The path of the new connecting drain line cut across existing retaining walls and a corner of the stadium and was bored underground.

Even after the drain was installed and connected, weather problems continued to plague construction. There was no effective way to drain rain-water off the field since during construction it was below the elevation of the drainage catch basin. Pumps and plastic covers were used, but rain-water continually accumulated in the field and eventually saturated the adobe soil. This made it difficult to reach the level of soil compaction and moisture content required to support the asphalt paving. After the rains abated in late April, the correct soil compaction was obtained and paving commenced. Using conventional construction techniques, the track and infield were paved with three inches of closed grade asphalt.

A synthetic playing surface, "Super Turf84" was installed over the existing 60,000 square feet of the American football field. A one-half inch foam pad laid on top of asphalt was covered with tightly-packed three-eighths-inch-high artificial grass resulting in a fast, springy playing surface. The fused seams minimized maintenance. A temporary SuperTurf half-field was laid over an outdoor volleyball court and used as a warm-up area. SuperTurf International of Garland, Texas was an official supplier for the 1984 Games.

Since the track was surrounded by an 8-foot-high retaining wall and the width of the hockey field prohibited an inside curb around the 400-meter track, plans to install an eight-lane, 48-inch-wide-per-lane track were set aside. Instead, an eight-lane, 42-inch-wide-per-lane track was built. A 4-inch waterline with five couplers was installed around the inner perimeter of the stadium wall to allow for watering (cooling) of the synthetic track.

Permanent improvements to Weingart Stadium included:

- Repainting the facility
- Replacing stadium seats and building handicapped seating
- Increasing electrical capacity at the field level
- Refurbishing the press box and scoreboard
- Installation of permanent telephone lines and a public address system
- The provision of air-conditioning for the stadium office and athletes' lockers
- Building of a first aid facility
- The refurbishing of stadium offices, locker rooms and plumbing

As part of an agreement with the Weingart Foundation, the LAOOC committed to the refurbishment of the Ingells Auditorium on the ELAC campus. Built in the early 1950s, the 40-foot structure was scarred by vertical cracks in the plaster. Superficial examination indicated that the cracks may have been caused by structural fractures in the concrete walls. The LAOOC committed to the repair of any structural damage and the improvement of the appearance of the building.



15



16

15 Weingart Stadium changes character through the use of Festive Federalism for the Games.

16 Weingart Stadium during the Games with its resurfaced SuperTurf field and Festive Federal color treatment.

Architecture and Construction

The plaster was removed and the concrete walls sandblasted. Inspections by state officials revealed that there was no structural weakness in the building. Cracks in the plaster were caused by water that had overflowed from clogged gutters and had been contained between the plaster and the concrete. Gutters which were redesigned to overflow away from the structure were installed. An adhesive was applied to the concrete walls to enhance bonding to the plaster and a sealant was applied to the surface of the final coat of plaster to keep water from penetrating.

Refurbishing the interior of Ingells Auditorium was limited to repair of water damage, removal of asbestos acoustic tiles, installation of air-conditioning for the auditorium and dressing room areas, laying new carpet, reupholstering the seats and the installation of an acoustic shell.

Other permanent improvements to East Los Angeles College included the lighting of campus tennis courts and the auditorium. The LAOOC designed and built a student park on campus.

The scope of temporary work at this venue was significant. In addition to the construction of temporary hardwall partitions to subdivide office space and locker rooms, there was significant use of shade structures, tents and fencing. Construction projects unique to the hockey venue were:

- A 150-foot square synthetic turf warm-up field which was built on an existing volleyball court, affording athletes an opportunity to practice on a surface identical to that of the field of play.
- The Technology Department offices were provided with temporary hardwall construction and air-conditioning to keep photocopying equipment in a temperature-controlled and soundproof environment.
- The ELAC gymnasium floor was covered with protective indoor/outdoor carpeting.
- A scaffold bridge was constructed, allowing athletes private access from their lounge to the field of play.
- Three awards flagpoles, three 35-foot ceremonial flagpoles displaying IOC, LAOOC and IF flags and twelve flagpoles displaying flags of participating nations were constructed.

Temporary modifications transforming Weingart Stadium into an Olympic venue were completed in four weeks. The Look of the hockey venue was created as part of a master program visually uniting all Olympic sites. The Look pieces used on the hockey venue were fabricated by several suppliers and then shipped to an installer's warehouse. The installer then applied the materials to the venue as shown on the site design drawings. Look items were left at the ELAC stadium and have remained in place.

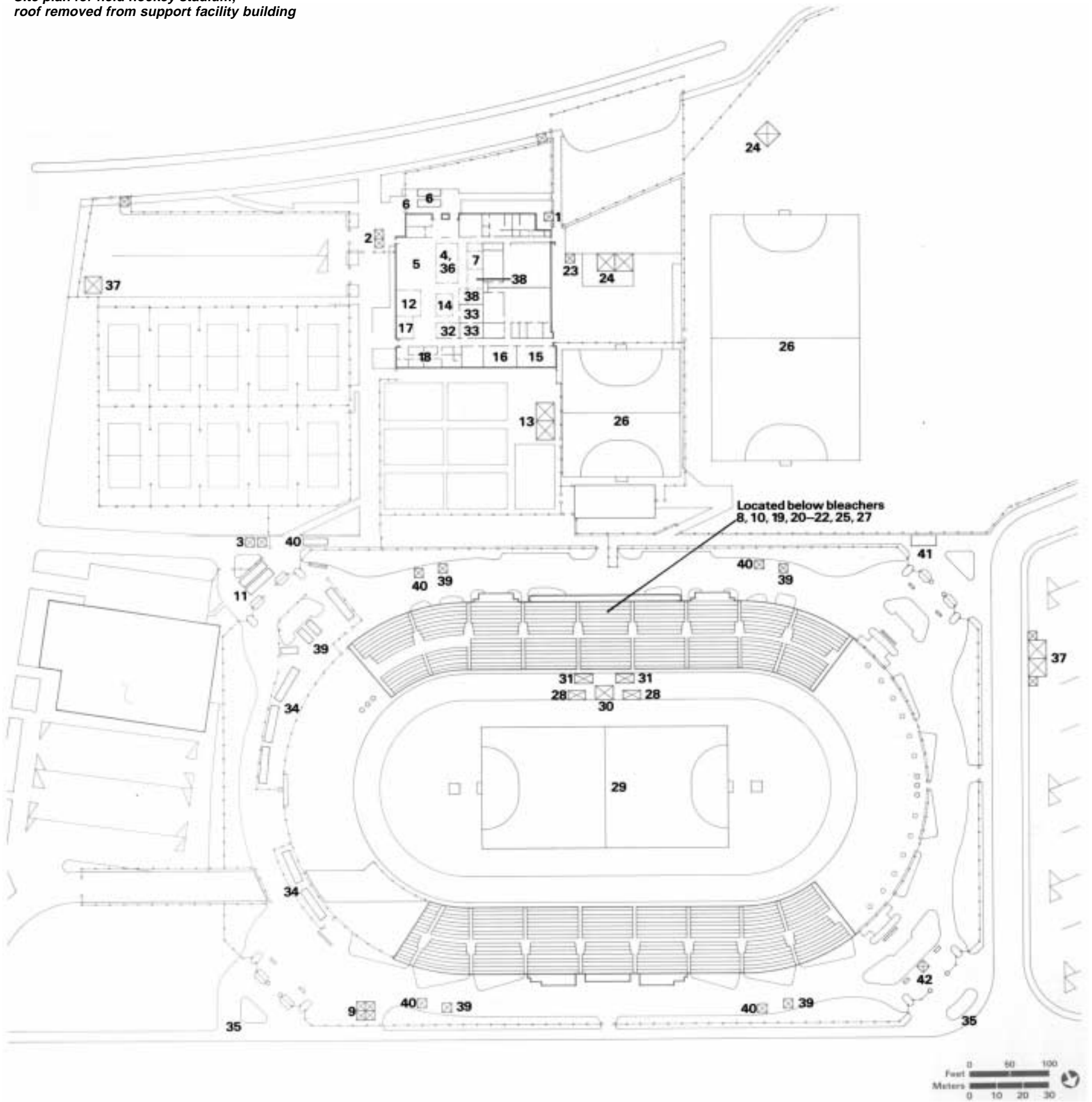
Restoration of the site after the Games was completed in one week. The layout of the hockey venue reflected few physical changes from original concepts formulated during the venue development process. The final design developed in working drawings remained essentially unchanged.



17

17 East Los Angeles College is a perfect site for the hockey competition with 22,000 seats and a near-by gymnasium for support facilities.

Site plan for field hockey stadium;
roof removed from support facility building



Architecture and Construction

Hockey								
Introduction	Competition in field hockey took place at East Los Angeles College, an existing outdoor stadium seating 22,000. Staff and athlete facilities were placed in an adjoining gymnasium.							
Department/Function	Space Use (in feet unless noted)	Notes						
Accreditation								
1 Athlete Entry	10 x 10 tent							
2 Guest Entry	10 x 20 tent	Olympic Family entry point.						
3 Staff Entry	10 x 20 tent	Staff entry, badge issue, storage and distribution point. Work area for 6.						
Food Service								
4 Administration	33 x 52	Office area for 10 shared with transportation and construction staff.						
5 Eating Area/Lounge	38 x 60	Carpeted lounge for 100, snack and beverage service, television.						
6 Storage	(2)8 x 40 trailers	Refrigerated food storage.						
6 Distribution	14 x 20	Food distribution area.						
Finance								
7 Audit, Cash Control	16 x 26	Office area for 12, shared with 3 ticketing staff.						
Health Service & Medical Control								
8 Doping Control	14 x 14	Processing/work area for 3, refrigerator; 16 x 18 Waiting area for 15, television, refrigerator; 8 x 16 Testing area with existing toilets and handwash facilities.						
9 Spectator First Aid	20 x 20 tent	Waiting area for 4, 2 treatment tables, 2 cots, ice container.						
10 Sports Medicine	16 x 18	Waiting area for 6, 2 treatment tables, staff of 6, water cooler, refrigerator, ice maker. (4) 18 x 20 Private work area for team trainers, 2 treatment tables and 6 chairs in each.						
Material Acquisition & Distribution								
11 Storage	(2)8 x 40 trailers							
Olympic Family Services								
12 Administration/Language Services	23 x 28	Office area for 9 and lounge for 7 interpreters.						
13 Hosting	20 x 40 tent	Outdoor hosting area for 30, television, beverage and snack service; area covered with artificial turf.						
			Personnel					
			14 Administration	24 x 26	Responsible for payroll timekeeping and staff scheduling. Work area for 2, lounge/waiting area for 26.			
			Press Operations					
			15 Interview Room	30 x 45	Seating for 40, elevated platform for 6. Staff offices for 6 within partitioned area in interview room.			
			Press Seating	140	40 positions with tables, 100 without tables.			
			16 Sub-Center	30 x 45	30 working places.			
			Security					
			17 Command Center	20 x 26	Office area for 8, conference table for 8.			
			Sports Administration Federation Services					
			18 FIH Offices	12 x 22	Office for FIH president.			
			18	10 x 12	Office for FIH secretary-general.			
			18	12 x 20	Office for 2 technical delegates.			
			18	14 x 16	Office for 2 secretary/support and lounge.			
			18	18 x 24	Conference room for 10.			
			19 Judges' Coordinator	12 x 18	Office for judges' coordinator and meeting area for 8.			
			20 Judges/Officials' Dressing Room	16 x 22	Dressing room, shower and locker for female officials. Dressing room, shower and locker for male officials.			
			21 Lounge	10 x 16	Lounge with tables and chairs for 8, television.			
			22 Umpire Coordinator	12 x 18	Office for umpire coordinator and meeting area for 8.			
			Athlete Services					
			23 Information/Check In	10 x 10 tent	Information board, table and chairs for 3 at entrance to warm-up area.			
			24 Lounge	20 x 40 tent and 20 x 20 tent	Lounge and eating areas for 60 athletes and 20 x 20 tent officials.			
			25 Team Meeting/Dressing Rooms	(4)20 x 28 and (2)36 x 38	Existing stadium locker/shower facilities (2) 36 x 38 subdivided to form 6 rooms for competing teams. 20 individual lockers in each. Separate gymnasium locker/shower facility used for athletes' training.			
			26 Warm-up	180 x 300	Grass field for warm-up and training.			
			26	150 x 150	Artificial surface half-field for training and warm-up.			
			Competition Management					
			27 Commissioner's Office	(2)9 x 11	Office for commissioner, deputy commissioner.			
			27	10 x 12	Office area for secretary/support.			
			27 Competition Staff	13 x 18	Work area for 8.			
			27 Conference Room	12 x 16	Conference room for 10, television.			
			Field of Play					
			28 Athlete Sidelines	(2)10 x 20 tents	Area dedicated to each team at sidelines, included bench seating for each team plus stick rack.			
			29 Field	180 x 300	Artificial surface field with nets and stakes surrounding.			
			30 Judges' Seating	20 x 20 tent	Elevated platform for 6 on side line, results input immediately behind judges.			
			31 Pre-Game Staging	(2)10 x 20 tents	Shade structure, standing room only at sidelines exit from locker facilities, one for each upcoming team.			
			Technology					
			32 Message Center	8 x 18	Communications and message receiving center for staff and officials.			
			Results	10 x 20	Results input, staff of 6, computers at sidelines in tent immediately behind judges.			
			33	18 x 26	Results-output photocopy and distribution area, waiting area for 6.			
			33 Staff Offices	22 x 25	Office for 10 sponsor/vendors and 3 LAOOC staff; radio distribution and recharging.			
			SwissTiming	2 x 6	Scoreboard, timing control table for 2 in existing press box.			
			Television					
			34 Trailer Compound	40 x 200	Telephone and television transmission and production vehicles.			
			Ticketing					
			35 Information	(2)10 x 10	Will-call and information points. No on-site ticket sales.			
			Transportation					
			36 Administration		Office area for 4, area shared with food service and construction (see Food Service).			
			37 Driver Lounge	20 x 20 tent	Waiting area for 40, beverage dispenser, television at athlete pick-up point.			
			37	20 x 40 tent and (2)10 x 10 tents	Rest area for 60, beverage dispenser, television.			
			Venue Operations					
			Conference Room		2 conference areas for 8 in area shared with Food Service, Construction and Transportation (see Food Service).			
			Construction/Maintenance	14 x 25	Office area for 5, area shared with Food Service and Transportation (see Food Service).			
			38 Venue Staff Offices	16 x 32	Office area for venue manager, 2 assistants, 4 guests.			
			Spectator Services					
			39 Food Service	(3)6 x 12 (4)10 x 10 tents	Food sales point. Temporary food service stands.			
			39	(2)8 x 30 trailers	Storage.			
			40 Novelty Stands	(4)10 x 10 tents	Novelty sales points to public.			
			40	8 x 30 trailer	Storage.			
			41 Post Office	12 x 44 trailer	Sales and service point for U.S. Postal Service.			
			Program Stands	(6)2x4	Portable program sales points.			
			42 Public Information	10 x 10 tent	General information point for spectators.			
			Public Seating	20,000				

7.02.7

Shooting: Prado Recreational Area

After an extensive search by the LAOOC, Prado Recreation Area in San Bernardino County was selected on 21 June 1983 as the shooting site for the Games. More than 75 locations had been considered, including Caesar's Palace in Las Vegas and Seal Beach Naval Weapons Station in Orange County. An agreement that would have put shooting events at a new, privately financed facility at Coal Canyon in Orange County was terminated by the LAOOC when continued construction and permit delays jeopardized the timely completion of the project. The 65-acre site near Chino was chosen because of its location, about a one-hour drive east of Los Angeles.

Although temporary construction permits and approvals were received, an essentially permanent shooting facility was constructed. Ground-breaking ceremonies for the only Olympic-class shooting site in the United States were held on 16 August 1983. The facility plan included: 80 shooting points at the 50-meter range for small bore rifle and free pistol, 70 points at the 10-meter range, eight points at the 25-meter rapid fire pistol range, three international skeet fields and three international trap bunkers.

The facility area in Prado Basin was raised three feet to an elevation of 515 feet above mean sea level, thus raising the facility above the level of the seasonal water storage pool with sufficient freeboard. Fill material was taken from the site itself and from a 35-acre borrow area nearby.

The 30-acre site was surrounded by chain link fencing and lighted at night for security reasons.

The buildings for the various shooting events, except trap and skeet, were constructed on concrete footings with steel frames and metal siding and roofing. The floors were built of dirt, gravel and grass. Laminated wood baffle walls were constructed as needed to adequately contain the 22-caliber rounds used in the various events. The air rifle/pistol range consisted of 70 positions in a building covering about 27,000 square feet; the pistol range consisted of 10 positions in a building covering about 22,500 square feet; the rifle range consisted of 80 positions in a building covering about 89,000 square feet; and the running boar competition (2 positions) was held in a building covering about 27,300 square feet. Skeet and trap facilities, consisting of three ranges, covered an area of approximately 99,000 square feet.

The skeet and trap facilities consisted of three Olympic trenches and three skeet fields, 90 meters by 300 meters each. The trap shooting-range systems contained a number of machines capable of automatic casting, allowing vertical and horizontal adjustment as needed. Each of the ranges had concrete bunkers. Beyond the firing radius area there was a 200-meter buffer area or "gunshot free zone."

Construction was completed in time to hold an Inaugural Championship at the Olympic shooting ranges from 9-16 April 1984 with shooters firing under Olympic rules. The venue was staffed and operated by the LAOOC as a dress rehearsal for the Games.

All ranges and buildings, range equipment and security fencing was donated to the County of San Bernardino at the conclusion of the shooting events.

Two sets of 750-seat temporary bleachers were erected for the Games at the clay target range and ceremonies area and occupied 26,250 square feet. A limited amount of asphalt paving was added, principally as walkways between the temporary buildings and for the handicapped parking area. Standing-room-only space was available for spectators at the indoor ranges.

A two-acre parking area was provided on-site to handle the 40 buses per day that transported participants and officials to the site. Temporary concession stands and displays occupied a portion of the shale-surfaced parking area. A second parking area, covering seven acres outside the security fence, was located east of Pomona Rincon Road and approximately 3,200 feet northwest of the shooting facility. A parking area with a compact dirt surface was designated for spectators and accommodated about 1,100 vehicles.

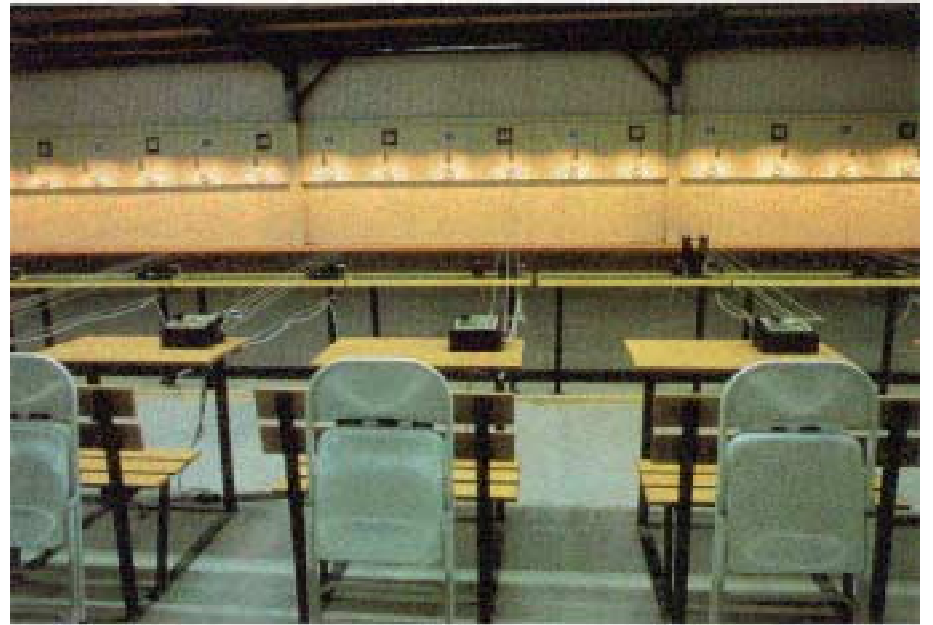
At the conclusion of the Games, the off-site parking area was returned to its former appearance and original contours as much as was practical. Bare cut surfaces were seeded in late fall of 1984 in order to control soil erosion.

Portable sanitary facilities were used, so no sewage connections were required. Permanent connections were made to existing electric lines located along Pomona Rincon Road. Potable water was obtained from an adjacent, existing well and brought to the site in portable containers.

The facility worked well for the Games. As a permanent legacy of the Games of the XXIIIrd Olympiad, the ranges are now available to be used for competition and training for future national and international shooting events.



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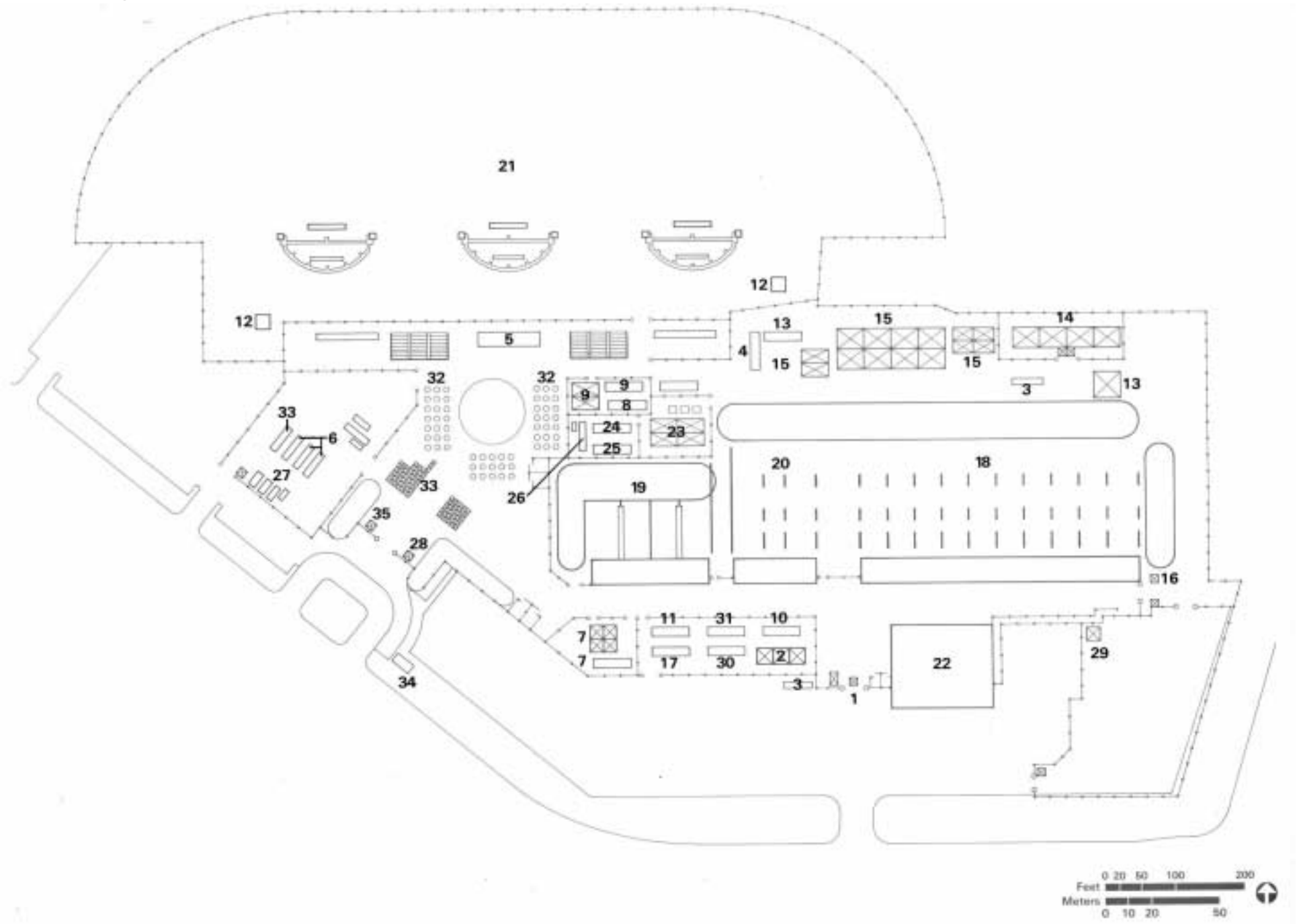
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18

18 Prado Recreational Area in Chino hosts Olympic competition on five ranges, including facilities for skeet/trap, pistols and rifle.

Plan of shooting venue



Shooting

Introduction	Competition in Olympic shooting took place at the Prado Recreational Area. The 50-acre site was complete with five separate ranges: air gun, free pistol and rifle (standard, prone and free), rapid fire pistol, running target and clay target (trap and skeet). The site was utilized for all competition and training in the sport. Facilities for athletes, spectators and venue management were all provided on a temporary basis and primarily through installation of tents and trailers.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff/Guest Entry	10 x 10 tent	Staff entry, badge issue storage and distribution point. Work area for 12.
Food Service		
2 Eating Area/Lounge	20 x 60 tent	Lounge for 150, message receiving center.
3 Storage	(2)10 x 44 trailers	Food storage, athlete and staff lunches.
Finance		
Audit, Cash Control		Office area for 3 (see Security).
Health Service & Medical Control		
4 Doping Control/Sports Medicine	12 x 60 trailer	Doping: Waiting area for 15, television, refreshments; collection area with toilet and handwash facilities; registration and work area for 2. Sports Medicine: waiting area for 8; 4 treatment tables, ice maker; toilet and handwash facility.
5 Spectator First Aid	20 x 20	Waiting area for 10; 2 treatment tables, toilet and handwash facilities; water cooler, refrigerator.
Material Acquisition & Distribution		
Administration		Work area for 2 (see Venue Operations).
6 Storage	(3)12 x 60 trailers	
Olympic Family Services		
7 Hosting	12 x 60 trailer	Lounge and rest area for 32.
7	40 x 40 tent	Lounge for 28, waiting area for 14 interpreters.
Personnel		
Administration		Responsible for payroll timekeeping and staff scheduling (see Venue Operations).
Press Operations		
8 Interview Room	12 x 60 trailer	Seating for 20, staff work area for 8.
9 Press Lounge	40 x 40 tent	Table and chairs for 40, food and drink dispensers, bulletin board, water cooler.
9 Sub-Center	12 x 60 trailer	20 working places.

Security		
10 Command Center	12 x 60 trailer	Private office for 7, work area for 8, conference table for 12, table space for 4 finance staff and 2 ticketing staff.
Sports Administration Federation Services		
11 UIT Offices	12 x 60 trailer	Private office for UIT president and 4 guests, private office for secretary-general; jury room/officials lounge with table and chairs for 18. work space for 6.
12 Judges' Sunshade Athlete Services	(2)20 x 20 tents	Clay target range.
13 Equipment	10 x 45 trailer	Work space for gunsmith with 7 work benches (8-foot), 4 drill presses, 3 vises. Ammunition sales area.
13 Equipment Verification	40 x 40 tent	
14 Armory	30 x 120 tent	650 lockers, 5 dressing rooms.
15 Rest Area	60 x 60 and 40 x 40	Shade structure for athletes.
15	80 x 160	Shade structure with coolers, refreshments, lighting, cots, table and chairs. Private areas allocated to each NOC by team size. Typical area had 2-3 cots and desk with 2 chairs.
16 Information/Check In Competition Management	10 x 10 tent	Individual message boxes.
17 Commissioner's Office	12 x 60 trailer	Private 8 x 12 office for commissioner, office for competition director and assistant, work area for UIT technical delegates, 7 staff.
Field of Play		
18 Rifle and Free Pistol Range	25 meter	80 targets for competition in free pistol, prone, free and standard rifle.
19 Rapid Fire Pistol Range	25 meter	8 units of 5 silhouette targets.
20 Running Game Range	50 meter	2 running game targets
21 Clay Target Range		3 Olympic trenches and 3 skeet fields combined.
22 Air Gun Range	10 meter	Enclosed range with climate control, 70 positions.

Technology		
23 Results	60 x 80 tent	Results input and classification area, tables and chairs for 64, 12 x 12 protest room for 14, private jury room for 10, target storage area.
24 Staff Offices	12 x 60 trailer	Work area for 8; results output and photocopy center: radio recharging and distribution center, sponsor work area.
Swiss Timing	6 x 6	Timing control table for 2 at each range (see Venue Operations: Construction).
25 Telecommunications	10 x 45 trailer	Venue switchboard and telephone operations center.
26	8 x 25 trailer	Emergency generator.
Television		
27 Trailer Compound	60 x 90	Telephone and television production and transmission vehicles.
Ticketing		
Administration		Office area for 2 (see Security).
28 Information	8 x 8 tent	General spectator information and will call.
Transportation Administration		
29 Driver Lounge	20 x 20 tent	Waiting area for 14
Venue Operations		
30 Construction	12 x 60 trailer	Office area for 5 maintenance and construction staff. Work area for 2 material supply, Swiss Timing and Speith (target supply) staff.
31 Venue Staff Offices	12 x 60 trailer	Office for venue manager and assistant. Staff work area and table space for 10, 2 personnel staff.
32 Food Service	(2)10 x 30 tents	Food sales points for general public.
32	100 x 120	Spectator shade and tables and eating area for 600.
33 Novelty Stands	10 x 10 tents	Novelty sales point.
33	12 x 60 trailers	Storage.
33	(4)10 x 10 tents	Shooting and range equipment sales. Staffed by manufacturers.
34 Post Office	14 x 32	Sales and service point for U.S. Postal Service.
Program Stands	(2)2 x 4	Portable sales points for programs.
35 Public Information	8 x 8 tent	General spectator information point.
Public Seating	1,500 3,500	Bleachers. Standing room.

Architecture and Construction

7.02.8

Swimming: Swim Stadium

The swimming, synchronized swimming and diving events of the Games of the XXIIIrd Olympiad were held at the new Swim Stadium located on the campus of the University of Southern California. Announced on 7 August 1980, construction commenced on 30 December 1980 with facilities dedicated on 7 July 1983. The swimming and diving pools, funded by a grant from the McDonald's Olympic Trust, were built especially for the 1984 Games but were designed as a permanent facility.

The swimming pool is 52.59 meters in length and 22.885 meters wide. It is divided into eight swimming lanes of 2.4892 meters with perforated stainless-steel bulkheads at each end. The bulkheads are moveable to adjust the length of the pool to the 50 meters for swimming competition and to greater or lesser lengths, as needed, for various other uses. The bulkheads are installed with timing-touch plates, and their perforated design provides wave control for maximum pool efficiency. Water depth varies from 2 meters to 3.96 meters.

The first use of the swimming facilities was in 1983 when swimming and diving competition was held 14-17 July. Synchronized swimming events took place 5-7 August 1983. Accuracy of the design and engineering was proven during this first meet in the newly constructed pool when a world record was set in the men's 800-meter freestyle. Eleven world records in swimming were set during the Games.

The diving pool is 22.885 meters square. Water depth varies from 2 meters to 5.18 meters and a diving tower was installed with platforms at 5 meters, 7.5 meters and 10 meters. The surface of each platform was covered with Sportflex material from Mondo Rubber. Two permanent 3-meter diving boards were installed, along with two temporary 3-meter boards which were replaced by 1-meter boards at the conclusion of the Olympic Games. A compressed-air bubbling machine provides 200 pounds per square inch of air pressure with a work volume of 60 cubic feet per second to sparging units in the pool to facilitate surface visibility for the divers.

Underwater windows and viewing rooms were constructed for both the swimming and diving pools for use by television crews. Access was provided through manhole entrances on the deck. Underwater sound amplification was provided in both pools. A results scoreboard was permanently installed at the site and augmented by a second electronic results board during the Games. All timing devices and scoreboards were the responsibility of Swiss Timing. 17,105 bleacher-type temporary seats were erected for use during the Games.

The swim venue was located immediately adjacent to the Olympic village at USC. Parking was limited to the 2,000 spaces provided by the university in a parking structure located next to the swimming stadium, so spectators were encouraged to use public transportation whenever possible. All staff were transported by bus from a central parking location approximately five miles away.

The transformation of the swim stadium to the swim venue for Olympic competition was done in conjunction with work done throughout the Exposition Park/University of Southern California area. Actual completion of all of the Look design and the extensive temporary construction required for television coverage was completed one day prior to competition.

The spectator entry to the venue was through an arch constructed on Vermont Boulevard just south of Jefferson Boulevard. The distance from the entrance of the venue to the seating areas was made to appear shorter than it actually was through the placement of concession stands, tented shaded areas and a long reflecting pool. Since the venue was actually a temporary facility from the standpoint of spectator amenities, 128 portable toilets were placed behind the stands on both sides of the pools. Twelve of these were designed for the handicapped.

Over 36,000 square feet of tented area was provided for the operation of the venue including Olympic Family, FINA, LAOOC and athlete warm-up and rest areas. One hundred eighteen tents of various sizes were used.

The facility proved fully satisfactory for Olympic use and will be well used by area residents and USC students for years to come. During the Games, the simply arranged support facilities were sufficient to allow the work of the competition and venue staffs to be carried out in a pleasant, colorful atmosphere.



19



20

19 University of Southern California is the site of swimming/diving and a village during the Games. Support facilities for the competition are provided through the use of temporary tenting.

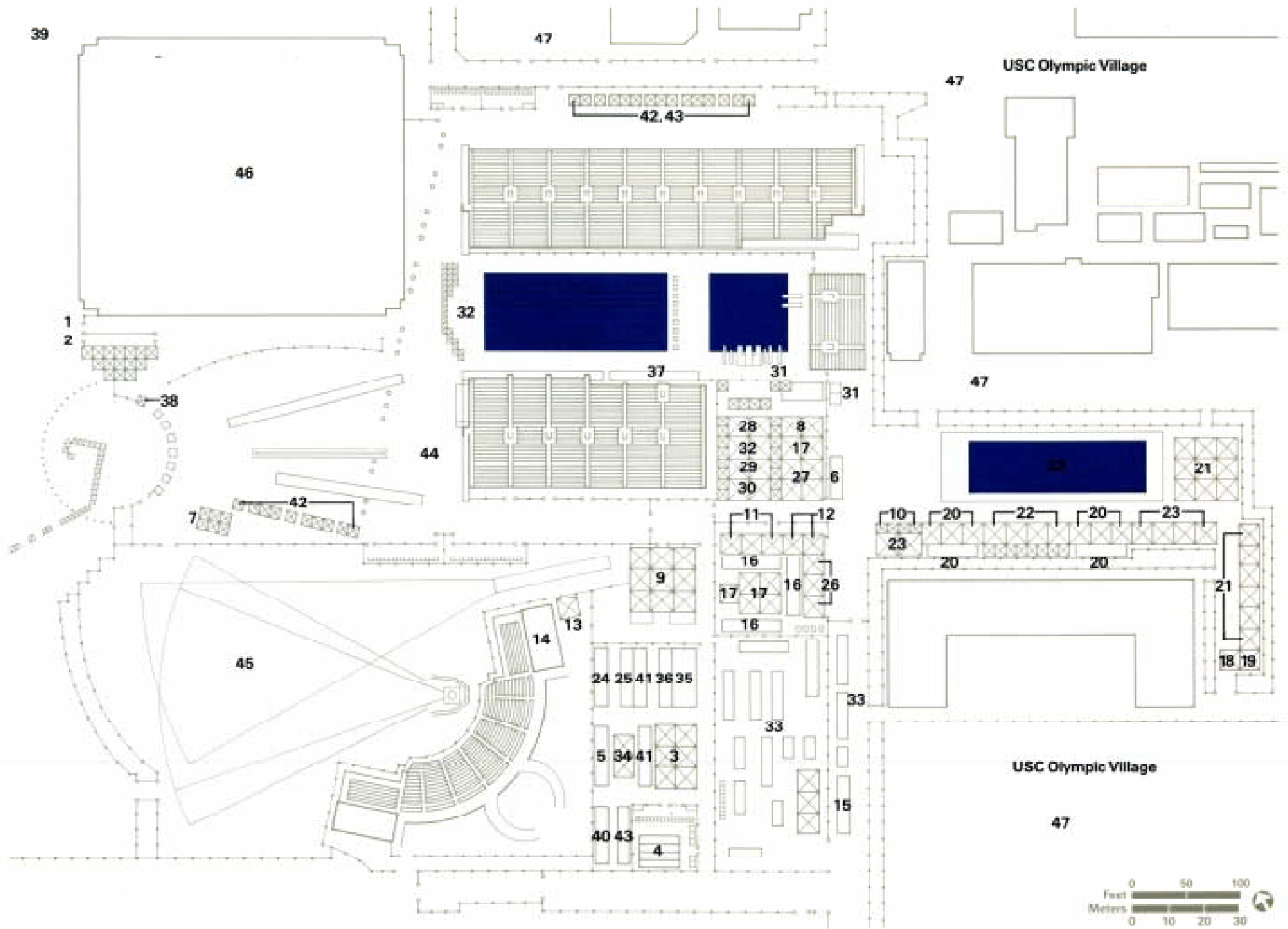
20 The specially-constructed pool at USC provided a perfect summer setting for the swimming competition and provides the university with a lasting legacy for the community.

21 Use of the Look colors dresses up the diving area, including the boiler exhaust located behind the diving tower.



21

Site plan of swimming and diving venue



Architecture and Construction

Swimming

Department/ Function	Space Use (in feet unless noted)	Notes
Introduction		
The Olympic Swim stadium, an outdoor facility seating 16,000, was located adjacent to the Olympic village at USC. All athlete, official, staff and spectator facilities were installed on a temporary basis utilizing tents and trailers. Parking and press facilities were shared with the village. Because the village bounded the swimming venue on three sides, spectator entry was limited to only one side of the venue.		
Accreditation		
1 Guest Entry	10 x 20 tent	Olympic Family members entry point.
2 Staff Entry	10 x 20 tent	Staff entry, badge issue, storage and distribution point. Work area for 8.
Food Service		
Administration		
3 Eating Area/ Lounge	40 x 60 tent	Table and chairs for 190, television, 250 individual lockers.
4 Storage and Distribution	(4)8 x 40 trailers	Refrigerated and dry storage.
Finance		
5 Audit, Cash Control	12 x 60 trailer	Private office for 3, work area for 7. Work area for staff in: Ticketing, venue staff (3), Personnel (3).
Health Service		
6 Doping Control	12 x 60 trailer	Waiting area for 10, refrigerator, television; processing area for 2; testing area with toilet and handwash facilities.
7 Spectator First Aid	20 x 60 tent	Observation area for 5; treatment area with 2 tables; storage area, work area for 4, handwash facilities.
8 Sports Medicine	20 x 40 tent	Waiting area for 10; refrigerator, area with 3 treatment tables, 4 massage tables, television and ice machine.
Material Acquisition & Distribution		
Administration Storage	(3)8 x 40 trailers	Office for 1 (see Venue Operations: Construction).
Olympic Family Services		
Administration		
9 Hosting	60 x 60 tent	Table and chairs for 80; television, snack and beverage service, lounge for 60.
10 Language Services	10 x 40 tent	Working and waiting area for 20, near athlete warm-up area.
Personnel		
Administration		
Responsible for payroll, timekeeping and staff scheduling. Private office for 3 (see Finance).		
Press Operations		
11 Interview Room	20 x 60 tent	80 seats for press. Podium, microphones, lighting for television.
12 Mixed Zone	20 x 40 tent	Informal meeting area for press and athletes; 4-foot-high fence.
Press Seating	489	225 seats with table, 264 without.
13 Staff Offices	20 x 20 tent	Work area for 8.
14 Sub-Center		100 working spaces in Brooks Pavilion, an adjacent baseball stadium, 35 telephones plus telex and telecopier facilities.
Security		
15 Command Center	12 x 60 trailer	2 private offices for 7 each, open work area for 8.
Sports Administration		
16 FINA Offices	12 x 60 trailer	FINA secretariat offices; 2 private offices, work space for 5.
16	12 x 60 trailer	2 separate conference areas for 16 for FINA Technical Diving Committee and FINA Technical Swimming Committee.
16	12 x 60 trailer	FINA medical and synchronized swimming share conference room for 12; FINA Bureau assigned conference room for 24.
17 FINA Lounge	40 x 40 tent	Table and chairs for 40, television, food and beverage service.
Athlete Services-Warm-Up Area		
18 Check-In	10 x 20 tent	Athlete check-in prior to competition and training schedule.
19 Information	10 x 10 tent	65 individual message boxes, bulletin board, staff of 3.
20 Locker/ Showers	(2)20 x 60 tents	One each for men and women, with 150 individual lockers.
	(2)12 x 60 trailers	One each for men and women, portable facility with 10 showers.
21 Lounge	60 x 60 tent 20 x 120 tent	Rest area with 60 cots. Rest area with 60 cots.
22 Toilet Facilities	1,000 square feet	30 temporary toilets in warm-up and storage area.
23 Warm-up Area	50m	Warm-up pool with 6 lanes.
23	20 x 60 tent	Stretching and massage area with 28 tables.
23	20 x 40 tent	30 tables, 60 chairs, make-up mirrors for synchronized swimmers.
Competition Management		
24 Competition Staff	12 x 60 trailer	Offices for competition director in each discipline: diving, swimming, synchronized.
25 Conference Room	12 x 60 trailer	Conference room for 20; competition support facilities, copier, work area for training facilities manager, 4 support staff.
Field of Play/Pool Deck and Staging Area		
26 Athlete Lounge	20 x 60	Waiting area with table and chairs for 60, lounge for 40, television.
27 Equipment Control	40 x 40 tent	Swimming equipment storage, start blocks, video cameras, diving equipment storage. Chairs, umbrellas and synchronized swimming platform.
28 Holding Area	20 x 20 tent	Pre-event holding area for 40, refreshments, radio, clothes baskets; adjacent to pool deck.
29	20 x 40 tent	Post-event holding area for 10.
30	20 x 40 tent	ABC interview area, 67 chairs.
Judges' Seating	(2)12 x 12	Platforms for each of 7 diving judges.
31 Stretching Area	5 x 10	Showers primarily for divers behind diving tower; 2 rinse-off showers and spa in staging area.
32 Ceremonies	20 x 40	Awards ceremony staging area.
Television		
33 Trailer compound	120 x 220	Telephone and television transmission and production vehicles.
Technology		
34 Message Center	20 x 40 tent	Communications and message receiving center for staff and officials.
35 Results	24 x 60 trailer	Results output, photocopy and distribution center. Waiting area for 10; 36-foot sorting tables, technicians' work area for 3, 11 photocopiers.
	6 x 18	Results input table on pool deck.
36 Staff offices	12 x 60 trailer	Office area for 11 sponsor/vendors; 12 x 24 storage area; 12 x 24 office for 3 LAOOC staff, radio recharging and distribution center.
37 Swiss Timing	8 x 29	Enclosed timing and scoreboard control room on pool deck, 11 staff.
37	8 x 10	Video control room, 4
	15 x 15	Storage areas.
Ticketing		
Administration		
38 Information	8 x 8 tent	Office area for 1 (see Finance). Public information and will-call point. Noon-site ticket sales
Transportation		
39 Administration	(2)12 60 trailer	Private office for transportation manager and 2 protocol staff. Work area for 6 food service staff.
39 Driver Lounge	20 x 20 tent	Lounge for 120.
Venue Operations		
40 Construction	12 x 60 trailer	Private offices for construction manager and materiel supply coordinator, work area for 6.
41 Venue staff offices	(2)12 x 60 trailer	Office for venue director, 2 assistants; office for commissioner, television. Office area for support staff.
Spectator Services		
42 Food service	(5)10 x 30 tents	Food and beverage sales points for public.
43 Novelty stands	(3)10 x 20 tents	Novelty sales point for public.
Post office	24 x 26 trailer	Sales and service point for U.S. Postal Service.
Program stands	(6)2 x 4	Portable sales points for programs.
44 Public information	10 x 10 tent	General public information point.
Public seating	16,500	84 temporary toilets, 70 handicapped.
Other		
45 Athletics training		Training facility for athletes competing in athletics. Not related to or part of the swimming facility.
46 Parking		Parking structure for USC Village residents, staff, motorpool.
47 Village		Interior perimeter of USC Olympic Village.

7.02.9

UCLA: Administration building

The LAOOC, in conjunction with the University of California, Los Angeles, constructed an on-campus, three-story, 44-foot-high office building in the Westwood area of Los Angeles, California. The LAOOC contributed approximately \$3.3 million dollars for construction on existing university-owned land. The LAOOC had use of the facility from its opening on 9 August 1982 through mid-1985 when it was turned over to the university for its use as administrative offices.

The office building was ideally suited to the ever-changing needs of the LAOOC. It had a well-planned interior that featured modular office units flexible enough to be reshaped in alternative office configurations. From its opening until the LAOOC moved to larger facilities in July 1983, this building served as the primary operations area for the LAOOC. After the move, the Westwood building served as a staffing center and Ceremonies staff offices.

Construction began on the facility in April 1981 and was completed 16 months later. By contract, the university was given design control over the structure.

In October 1984, in honor of the accomplishments of the president of the LAOOC, the Board of Regents of the University of California named the building as the Peter V. Ueberroth Olympic Office Building.

7.02.10

USC: Dining hall (King Olympic Hall)

A permanent dining hall facility was constructed by the LAOOC at the University of Southern California. The facility was constructed and equipped to accommodate Olympic food service operations and for use thereafter by the university on a permanent basis. The dining facility was the only concrete and steel construction built by the LAOOC at the University of Southern California.

The dining facility itself was a separate two-story brick building located in the USC Village, adjacent to the swim venue. The facility was designed for separate food service operations on both floors. Hot and cold lines, beverage service and seating areas for the athletes were located on both levels. The facility planning and construction were completed prior to the boycott and in practice, the second-level food service amenities were not utilized by athletes and was converted to a staff lounge. After the Games, the second floor of the dining facility was converted to a pizza parlor for use by USC students and faculty.

The dining facility was constructed to service 900 people simultaneously and during the Games, primarily buffet-style service was offered. Storage containers placed outside the kitchen held food and service goods. The dining facility serviced three athlete housing pods, although athletes were free to dine in the location of their choice.

The dining facility has been renamed the Frank L. King Olympic Hall, commemorating a deceased chairman of the board of First Interstate Bank. The \$3 million dining facility was paid for by the LAOOC, \$1 million of which was credited to the LAOOC as partial payment for rental of the USC campus. The facility was left for the university as a gift following the Games.

7.02.11

Youth sports facilities

Permanent sport facilities built by the LAOOC in association with their youth sports program focused primarily on two underdeveloped sports in the Southern California area.

Two archery ranges were constructed in association with the Easton Aluminum Company for youth participation at Cheviot Hills Recreation Center in West Los Angeles and at Woodley Park in the San Fernando Valley section of Los Angeles.

In association with the Maruchan Company, the LAOOC constructed eight individual judo floors at various Boys' Clubs, recreation centers and private judo clubs in the Los Angeles area. These judo floors were heavily utilized for the LAOOC/Maruchan Olympic Judo Youth program which took place in 1983 and 1984.

The other permanent facility constructed by the LAOOC for youth sports/participation was a gymnasium floor and scoreboard at a Boys' Club in South Central Los Angeles. Heavy commitments to youth sports by the LAOOC took the form of training programs and sports equipment, in addition to the construction of some new facilities.



22

22 The Peter V. Ueberroth Olympic Office Building provides three stories of space for LAOOC use and later for use by the University of California, Los Angeles.

7.03 Construction of temporary facilities at existing sites

7.03.1 Archery

Both the XXXIInd World Archery Championships and the archery competition of the Games of the XXIIIrd Olympiad were hosted by the LAOOC and held at El Dorado Park, an existing range built in 1972 by the city of Long Beach Recreation Department. Transforming the existing park into an Olympic venue for more than 100 archers and 4,000 spectators required the design and construction of both permanent and temporary facilities.

In January 1982, a landscape architecture firm was retained by the LAOOC to develop the master plan for the site in preparation for the XXXIInd World Archery Championships to be held in October 1983. A month later, meetings were held with Federation Internationale de Tir a l'Arc (FITA) President Francesco Gnecci-Ruscione and Canadian architect Don M. Lovo to receive input for the design and planning of the venue. In the proposed master plan of the park, the elements of the site were all contained within one area, except for a parking lot and the practice range which were adjacent to the competition range. All other facilities were south of the competition shooting line. The major challenge of the planning process was to adapt the entrances to accommodate Olympic-generated traffic. Site ingress and egress for spectators required special identification and directional signs. The city of Long Beach assisted the LAOOC by controlling spectator traffic and parking. LAOOC traffic was separated from spectator traffic by physical location and the timing of arrivals and departures.

The overall master plan used for the 1983 World Championships was efficient. On-site traffic flow was simple. It had direct delivery routes and ample parking adjacent to the venue. The archers were able to concentrate without distraction, because the venue was situated in a park, secluded from urban noises.

During the latter part of 1983, the venue plan was modified to accommodate a larger number of spectators and to provide additional office and support operations space for venue staff, federation officials and the media. Space planning and programming and a construction budget were completed and the construction manager, signage manager and Look designer developed acquisition, fabrication and construction schedules. The construction manager was ultimately responsible for on-site construction supervision.

The existing practice range and the two scoreboard structures on the east and west edges of the competition range required refurbishing prior to the Games. Changes were made in the perimeter security fence to create a ceremonial gateway to the venue. A colonnade was created as part of the Look to connect spectator parking area to spectator entry, making the walking distance from the remote parking lot appear shorter than it actually was.

Temporary facilities were used for the field of play and athlete and venue support areas. The platform for the director of shooting was an elevated 12-foot-square modular unit built off-site and set in place. An 18-inch valance was attached to the roof of the sunshade to better protect the director of shooting and the technicians from the sun. Competing athletes sat under canopy-type sun shelters that were 8 feet square and 7 feet high. Forty-eight individual sections (27 on the men's range and 21 on the women's range) were utilized to adequately provide shelter for the athletes. The shade structures were designed to move with the sun throughout competition, but not to block spectator view. Separate shade tents for the scorers were placed at 20 meters and 40 meters from the shooting line and 20 meters from the field.

The field of play consisted of 22 men's targets and 16 women's targets, accurately laid out (plus or minus one centimeter at 90 meters and less at the closer distances) and well suited to international competition. Each lane was six meters wide with up to two targets per lane. Each lane was painted with a lane-stripping device. The semi-permanent floor-stripping paint was applied three days before the event and lasted through the competition. The shooting line and television lines needed a second painting. Great care was taken to see that the field was watered properly and sprinklers adjusted correctly to adequately cover the entire field of play. Each day the field crew set traps and covered the dirt mounds made by gophers during the night and early morning.

Minimal support facilities were required for the archers on site. Tents were erected for use as locker and storage facilities and as lounge and rest areas. Equipment repair and storage were provided in a 30-foot trailer. Athlete food services were provided in a large tented area shaded by existing trees. Sports medicine and doping control facilities were located in separate 44-foot trailers and accessible to the handicapped by electric lifts.



23

Eight trailers were arranged in one area for use by the Venue Management (2), Technology, Construction and Security departments as well as FITA, judges/officials and the commissioner. Trailer configurations included the use of adjoining tents for meetings and receptions. A wooden floor was built in each tent to cover tree roots and uneven ground.

The press occupied a tent located next to the operations area in a separate and secured area. A compound used by the host broadcaster and General Telephone (GTE) was screened from the range by landscaping. A shade structure was installed to cover the GTE advertising on a trailer located inside the compound.

Temporary bleacher seating for 4,000 spectators was provided behind the shooting line. A "main street" was created behind the bleachers offering spectators an opportunity to purchase food and novelty concessions. All concessions were housed in two 10-foot by 30-foot modular tents with subflooring that provided six service lines each. Public restrooms utilizing portable toilets were located in an area among existing trees. The fencing around the restrooms was covered with Look fabric. First aid and public information tents were readily visible and conveniently placed at the site entry corridor.

Included as part of construction was installation of Look items, which incorporated the Festive Federalism design and color scheme into the venue through the use of decorative tents, sonotubes, flowers, signs and banners. An archway scaffold which was painted magenta and contained spheres, banners, stars, glitter boards and an archery pictogram provided a landmark entry to the venue. Fences were covered with decorative and sport-specific fabric and the bleachers were wrapped in fabric and highlighted with banners and pennants.

The construction contract terms required that the general contractor furnish all labor, material, equipment, supervision and other items necessary for the general construction of the venue. Work commenced 28 May 1984 and the construction phase was completed 7 August 1984.

During the course of construction, the original scope of work was expanded to include flooring for the Olympic Family lounge tent and the construction of a camera blind to house television cameras. The work was completed by the general contractor at the request of venue management and the LAOOC construction manager. The contractor remained available throughout the event.

Following competition, the general contractor returned to the site to begin restoration of the venue and to assist in tear-down. Flagpoles were removed, although the foundations remained per an agreement with the city. Ballards were reinstalled, the shooting director's stand was removed and irrigation systems restored. In certain areas, the parking lot was resurfaced and the lawn reseeded.

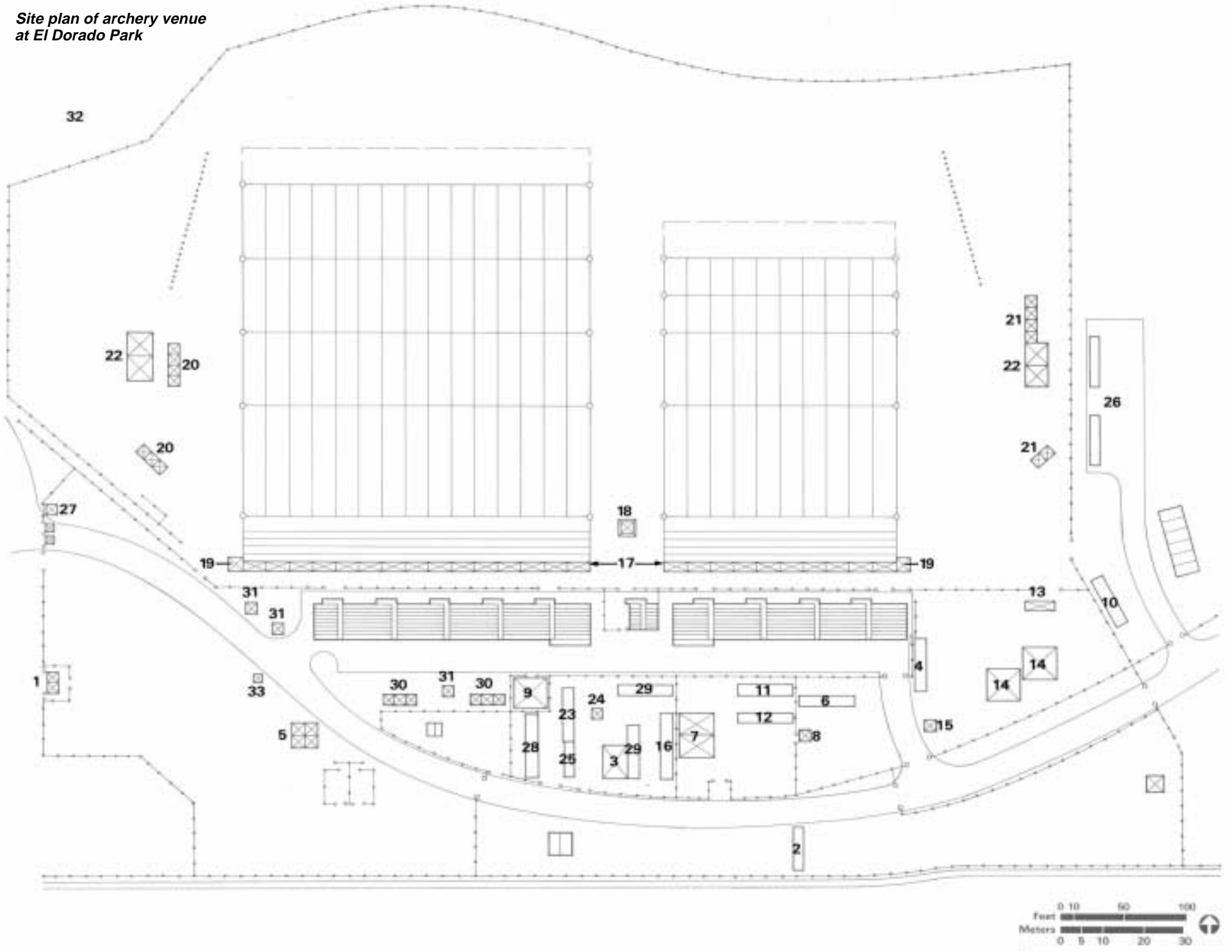
The archery competition of the Games of the XXIIIrd Olympiad was an overwhelming success. The archery range at El Dorado Park was converted from a large, grassy field with trees to a showplace of competition. Judges called the competition field the most accurately laid-out field they had ever examined. From the athletes' standpoint, the competition was excellent, with Olympic records posted in both the men's and women's competitions.

23 El Dorado Park combines competition requirements with an uncluttered view for spectators of the Olympic archery competition.



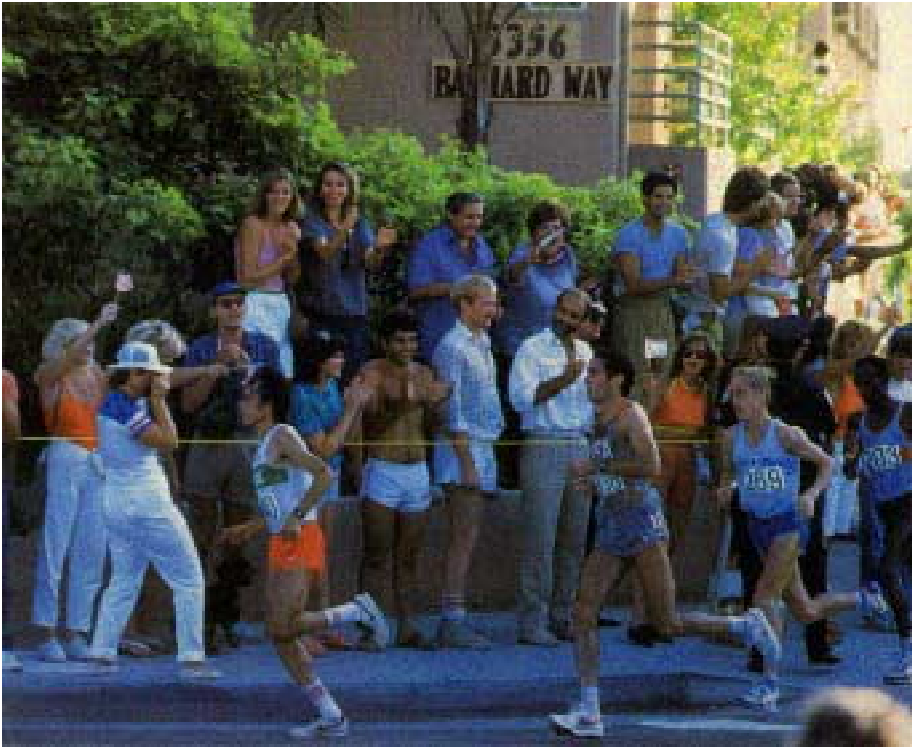
Enlarged section through archery field of play looking west

Site plan of archery venue
at El Dorado Park



Architecture and Construction

Archery			Security			Technology		
Introduction	Archery competition took place at El Dorado Park on an existing but primitive range. Range improvements were undertaken and all athlete, spectator and officials' facilities were of a temporary nature utilizing tents.		10 Command Center	10 x 45 trailer	Working area for 12. 10 x 12 space for materiel supply staff and 8 x 10 storage area.	23 Office & Storage	10 x 45 trailer	Work space for staff and 10 vendors; radio issue and recharging; 8 x 10 storage area.
Department/Function	Space Use (in feet unless noted)	Notes	Sports Administration Federation Services			24 Message Center	10 x 10 tent	Work area for 6; receiving and posting of messages for staff, officials and athletes.
Accreditation			11 FITA Offices	10 x 45 trailer	Private 10 x 12 office for FITA president, 10 x 12 lounge, 10 x 20 area for secretary-general, reception area.	Results Display Board	(4)4 x 8	2 for athletes on field of play; 2 for spectator viewing. (2)4 x 8 Manual results boards for public.
1 Staff Entry	10 x 20 tent	Staff check-in; temporary badge issue; badge storage.	12 Judges/Officials	10 x 45 trailer	10 x 20 meeting room for 14; 10 x 12 lounge, 10 x 12 office for technical delegates.	25 Results Output/Photocopy	8 x 32 trailer	Mobile unit provided results photocopying and distribution.
Food Service			Athlete Services			Television		
2 Food Storage	8 x 40 trailer	Staff box meals storage and distribution point.	13 Equipment Repair	8 x 28 trailer	Repair and storage for bows, arrows. Spare parts and work benches for 2.	26 Trailer Compound	75 x 85	Telephone and television transmission and production vehicles.
3 Lounge/Eating Area	20 x 40 tent	Lounge for 60.	14 Lounge	30 x 30 tent	Rest and eating area for 250 athletes and team officials; beverage service, 6 temporary toilets.	Ticketing		
Health Services & Medical Control			Practice Field	90m x 138m	46 targets in close proximity to the competition range, snack and beverage service. 10 x 10 tent for information and transportation desk.	27 Information	8 x 8 tent	At public entry for ticket questions and will-call. No on-site ticket sales
4 Doping Control	10 x 45 trailer	Waiting area for 16; testing area with toilet and handwash facility; processing or work area for 6.	15 Storage/Towel Issue	10 x 10 tent	Storage area for bags/personal effects, athlete message center and towel distribution.	Venue Operations & Administration		
5 Spectator First Aid	20 x 20 tent	Treatment area for 2, waiting area for 10.	Competition Management			28 Construction Staff	12 x 60 trailer	Work area for construction project manager and materiel supply staff.
6 Sports Medicine	10 x 45 trailer	Waiting area for 10, 6 treatment tables, ice maker and handwash facilities.	16 Commissioner & Staff	12 x 60 trailer	Private offices, each 10 x 12 for commissioner and sport manager; protocol desk for 2; conference area for 6; 2 secretarial stations.	Maintenance	8 x 20	Supply storage.
Materiel Acquisition & Distribution			17 Athlete Seating	(48) 8 x 8 x 7	48 connected, individual shelters—27 on men's field and 21 on women's field.	29 Venue Staff Offices	10 x 45 trailer	Work area for department staff from: Ticketing and Transportation (3) plus access control manager and usher supervisor.
Olympic Family Services			Field of Play			29	10 x 60 trailer	10 x 20 office for venue manager; work area for Personnel and Finance departments, assistant venue managers, secretary.
7 Hosting	30 x 40 tent	Furnished carpeted lounge with snack and beverage service; working area for 6.	18 Director of Shooting	12 x 12	Elevated platform; public address announcer and sound technician immediately behind.	Spectator Services		
6 Language Service	10 x 10 tent	Work area for 5.	19 Judges' Shelter	(2)10 x 10 tents	Located behind shooting line.	30 Food Service	(2)10 x 30 tents	Public and beverage sales points.
Personnel Administration			Range-Men	90m x 90m	15 lanes each 6 meters wide with 2 targets per lane maximum; total of 22 targets.		(2)8 x 12	Storage containers.
Press Operations			Range-Women	60m x 70m	10 lanes each 6 meters wide with 2 targets per lane maximum; total of 16 targets.	31 Novelty Stands	(3)10 x 10 tents	Public sales points on 3 sides of each tent; one stand for binocular rental.
Mixed Zone	15 x 40	For media contact with athletes, adjacent to field of play.	20 Scorers Seating-Men	10 x 40 tent	At 40m line 20m from field; 35 chairs.	32 Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.
Press Seating	70	30 work positions with desks, 40 positions without desks.		10 x 30 tent	At 20m line 20m from field.	Program Stands	(2)2 x 4 carts	Portable stands for public sales.
9 Sub-Center	30 x 30 tent	Includes 15 x 18 interview room and 10 working places with telex, telephone, typewriters, results services.	21 Scorers Seating-Women	10 x 30 tent	At 40m line 20m from field; 25 chairs.	33 Public Information	8 x 8 tent	Kiosk for 2 persons to provide general spectator assistance.
				10 x 20 tent	At 20m line 20m from field.	Public Seating	4,000	40 seating locations for handicapped spectators
			22 Scoring/Results	(2)20 x 40 tent	At 40m line of each range.			



24

7.03.2 Athletics: Marathons and race walks

The men's and women's marathons started at Corsair Stadium on the campus of Santa Monica College (SMC) in the city of Santa Monica and ended at the Los Angeles Memorial Coliseum.

The men's marathon was the final sporting event of the Games and its finish was an integral part of Closing Ceremonies. The marathon course ran through the city of Santa Monica and continued into West Los Angeles, turning west past Brentwood Country Club to Ocean Boulevard where it turned south along the Pacific Ocean and reentered the city of Santa Monica. The athletes ran through Marina del Rey and headed east on the Marina Freeway to Slauson Avenue before turning north again on Overland Avenue and Jefferson Boulevard. The course route turned east on Rodeo Road in the city of Los Angeles, continuing east on Exposition Boulevard to Menlo Avenue where it turned south to the tunnel entrance on the west end of the Coliseum. The route of the marathon passed through five separate municipal jurisdictions.

The minor amount of construction required at Santa Monica College was done by the college maintenance staff. Minimum design changes were made to the Santa Monica College campus in order to accommodate this event. Since SMC was already a training site for athletics events and team handball, security fences and athlete amenities were already in place. Alterations specifically required for the marathon included the addition of temporary toilet facilities for spectator use, the placement of some protective padding on walls and fences at the athlete exit from the track, installing the Look elements, the building of platforms on the existing bleachers for television cameras, the removal of existing goal-posts and approximately 65 feet of fence and gates.

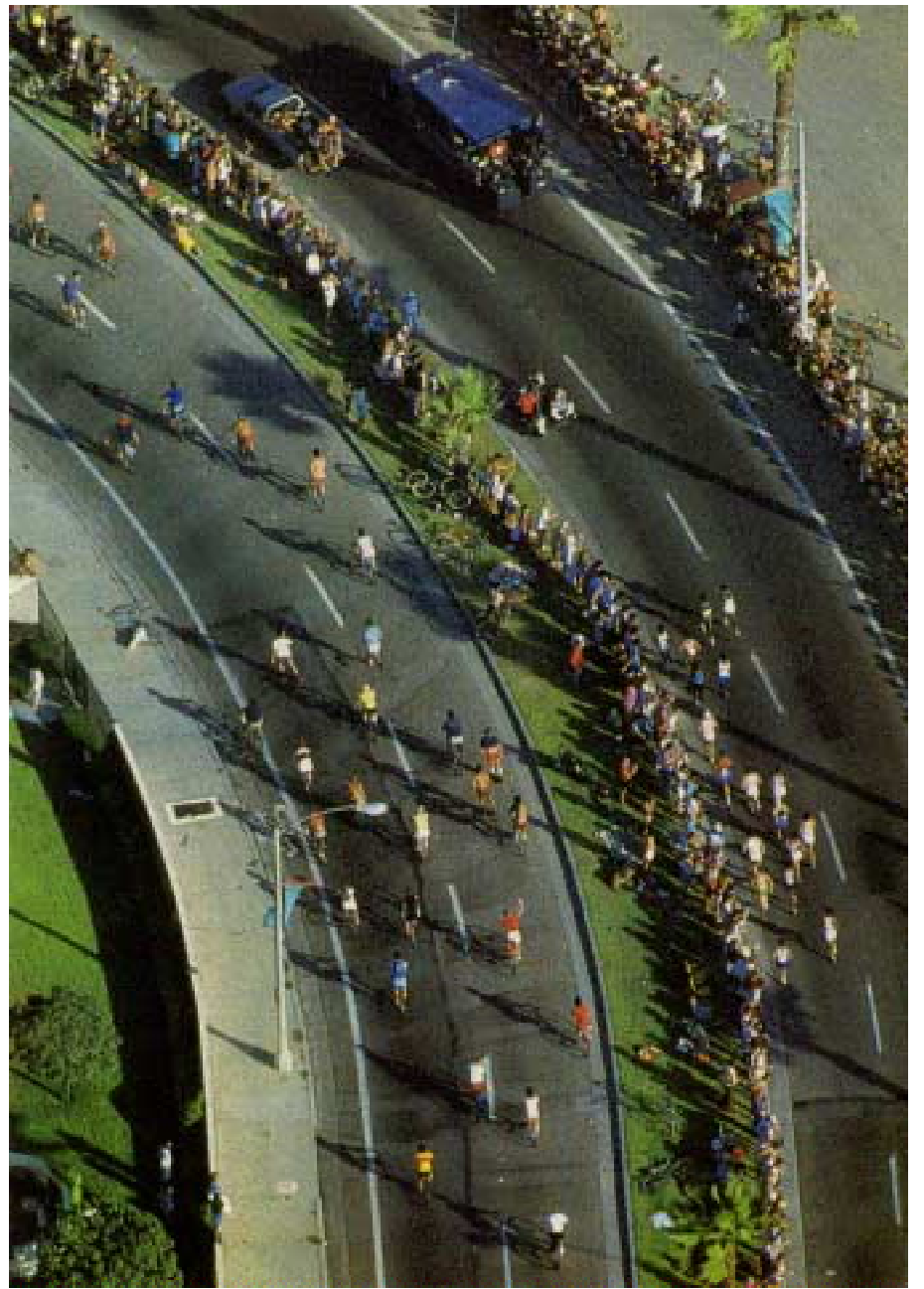
Spectator parking was provided on the campus at the corner of Pico and 17th Street. Ticketed spectators were allowed in the stadium in the east and west bleachers to view the marathon start.

Television cameras and press were positioned in the west bleachers, along with the Olympic Family, the International Federation representatives and other Olympic officials. A band provided pre-race entertainment for both the women's and men's marathon. Athletes entered the stadium from the gymnasium on the east side of the field. They arrived from the villages by bus and immediately upon disembarking entered the gymnasium facility.

Three locations were used to marshal the volunteer forces prior to the races. A total of 3,000 course marshals gathered for a two-hour orientation prior to being transported to their respective work stations. Each of the three locations had eight portable toilets for use by the volunteers.

Tables were used along the route of the marathon as refreshment stations and for 13 spray and sponge stations. Eight refreshment stations were spaced every five kilometers along the marathon course, beginning with the five-kilometer mark. Each station consisted of nine tables spaced approximately 20 meters apart. The first seven tables were numbered and labeled by country code for competitor-specified drinks. The eighth table was supplied with an electrolyte drink and the ninth held cups of water.

A medical-aid tent and a portable toilet were placed at the beginning of each refreshment station for use by the athletes. Spray and sponge stations alternated with the refreshment stations for the first half of the course, then doubled in number for the last half. These stations consisted of a shower-spray device on the right side of the course under which athletes could run and three tables spaced approximately 20 meters apart on each side of the course. The first two tables held wet sponges and the last, water.



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A truck dropped nylon rope along the course prior to the race while thousands of course marshals affixed the rope to trees, posts or LAOOC-provided barriers. This was done to assist in controlling crowds along the race course.

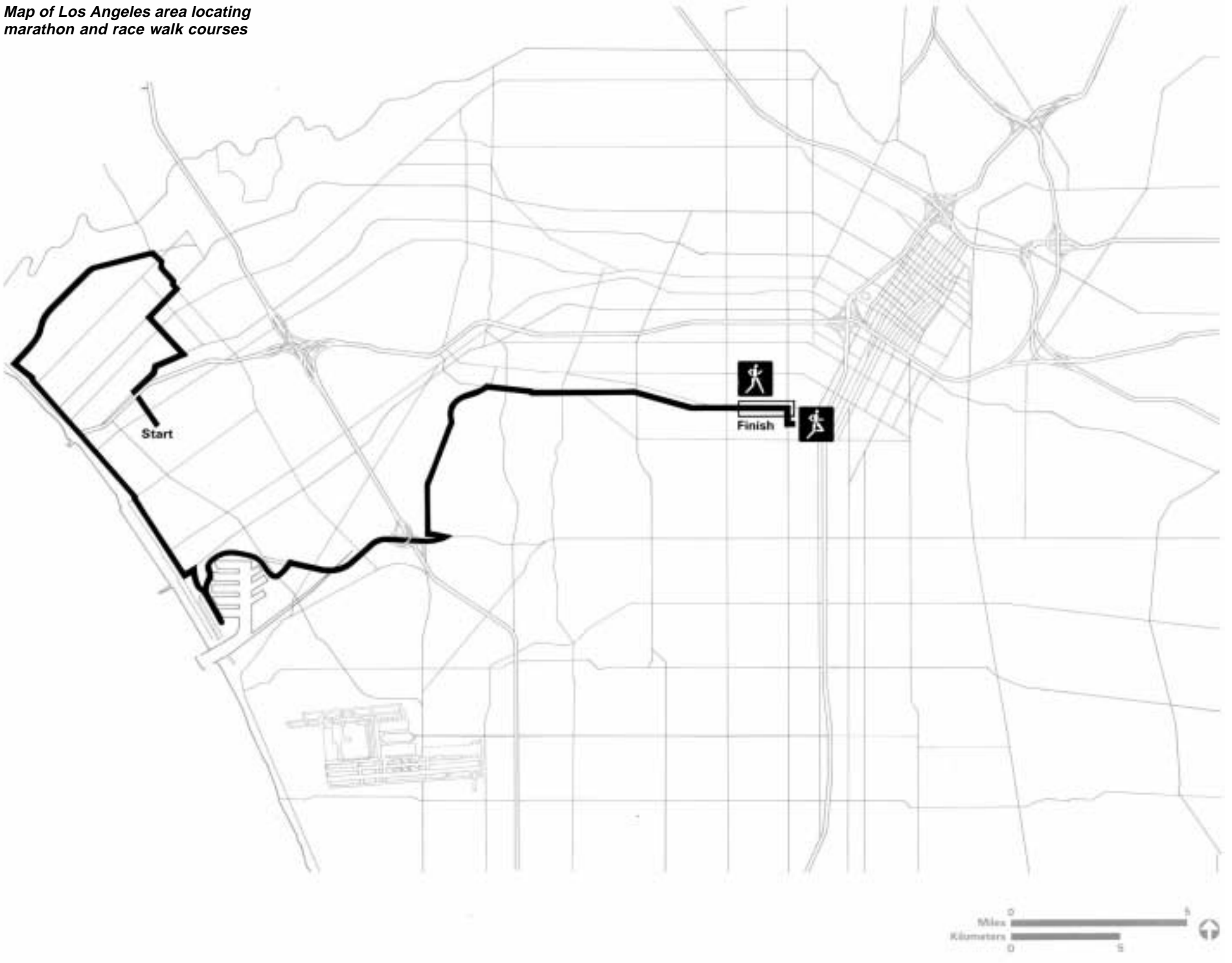
The race walk events started and finished at the Coliseum. The events exited through the tunnel and up Menlo Avenue to Exposition Boulevard. Walkers repeated the 2.5-km loop course on Exposition and then re-entered the Coliseum through the tunnel off Menlo Avenue. The course was roped off and marked by traffic cones at the turns. A refreshment, sponge, water and personal beverage station was provided on the course and was marked by signs posted 100 meters in advance. Toilets were also provided at this station.

24 Spectators applaud competitors from many nations as they pass along the marathon route.

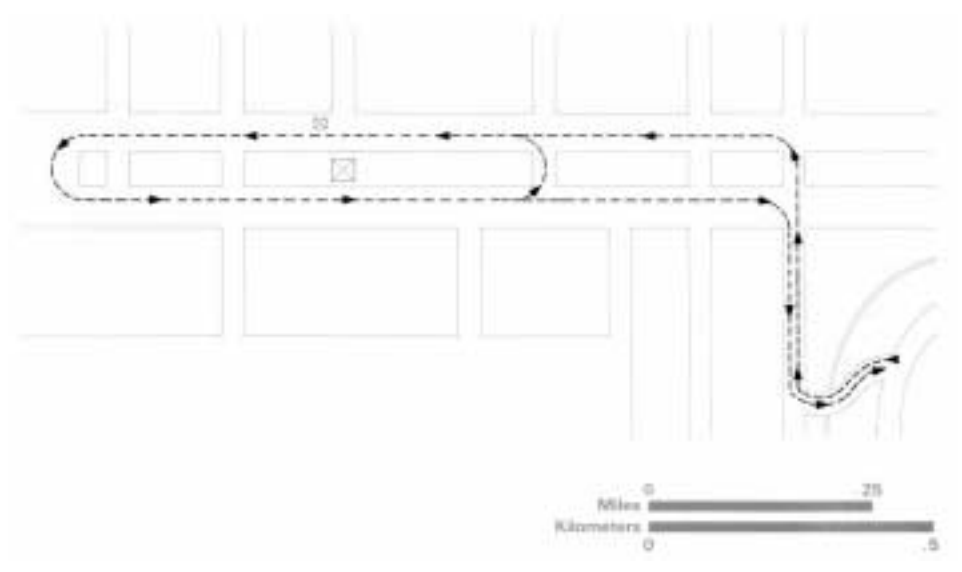
25 Thousands of spectators greet Olympic marathon competitors as they wind through the streets of Los Angeles.

Architecture and Construction

Map of Los Angeles area locating marathon and race walk courses



Race walking course



7.03.3

Baseball

Dodger Stadium was the venue for baseball. It was built for the Los Angeles Dodgers professional baseball team and has been their home for 22 years. The facilities were designed expressly for use as a baseball site and minimal modifications to the existing structure and layout were required for use as the Olympic baseball venue. Modifications included adapting the site for spectator and protocol functions. Existing locker room space was available for two teams and was modified to accommodate four teams at one time.

Major time constraints were placed on the construction and move-in schedule as the Dodger team utilized the facilities for professional baseball games from 2—8 July and from 24—29 July. This left the LAOOC two weeks in the middle to complete the bulk of the temporary modifications, and one day, 30 July, to complete the remaining modifications before the first Olympic baseball game took place on 31 July.

Two compounds, one for LAOOC operations and the other for host broadcaster television operations, were established in parking lots Nos. 2 and 3 outside the stadium. Existing fencing was extended to secure the areas. During the week of 9-15 July, telephone company trailers were installed in the television compound and trailers were installed in the LAOOC compound. During this same time period, tents were added to the LAOOC compound for the Access Control, Transportation and Language Services Departments and for the message center. Portable toilets and lavatories were placed in the compound for use by LAOOC staff.

Concurrent with these construction projects, temporary interior modifications were made to the stadium layout. Areas were subdivided to create additional team rooms and medical areas. Hardwall partitions were placed in the stadium offices on

the club box/press box level for use as the results output center. A press sub-center was also established on this level in an existing press dining area. On the team entrance level of the stadium, three offices were converted for use as lost-and-found, security and public first aid offices. Team locker and meeting rooms on the field level of the stadium received minor modifications. Three temporary flagpoles were placed behind home plate on the playing field for the medal ceremonies. Temporary power was generated for the LAOOC facilities. The telephone cabling process began on 9 July and phone service to the compound was established on 14 July. All cabling systems used by the technology crews were placed in temporary holding areas until final hook-ups were made to avoid problems with the Dodgers operations from 24—29 July.

Beginning on 10 July, furniture and supplies were brought into the venue for each of the LAOOC stadium offices. A United States Postal Service kiosk was placed on-site in a parking lot on 30 July.

Look installation could not take place at the baseball venue until the day before competition began. With so little time available the scope of the Look was severely limited. Festive Federal color schemes were used on outfield fence coverings and standard Olympic sign designs were used to denote concessionaire and novelty areas. Flags of the countries participating in the baseball competition were flown over the scoreboard behind the stadium pavilions. Olympic *Star in Motion* and LA84 signs were placed above the scoreboard. The Olympic rings design was drawn in chalk in the grass area behind home plate.

All construction and facility modifications were completed on time and the baseball competition was a complete success. This success was due in large part to the assistance of the Los Angeles Dodgers organization and its lengthy experience with producing quality baseball games at Dodger Stadium.

Take-down procedures were implemented at the stadium after the last Olympic baseball game was completed on 7 August. The Dodger baseball team played in the stadium on 13 August, six days after Olympic competition ended.



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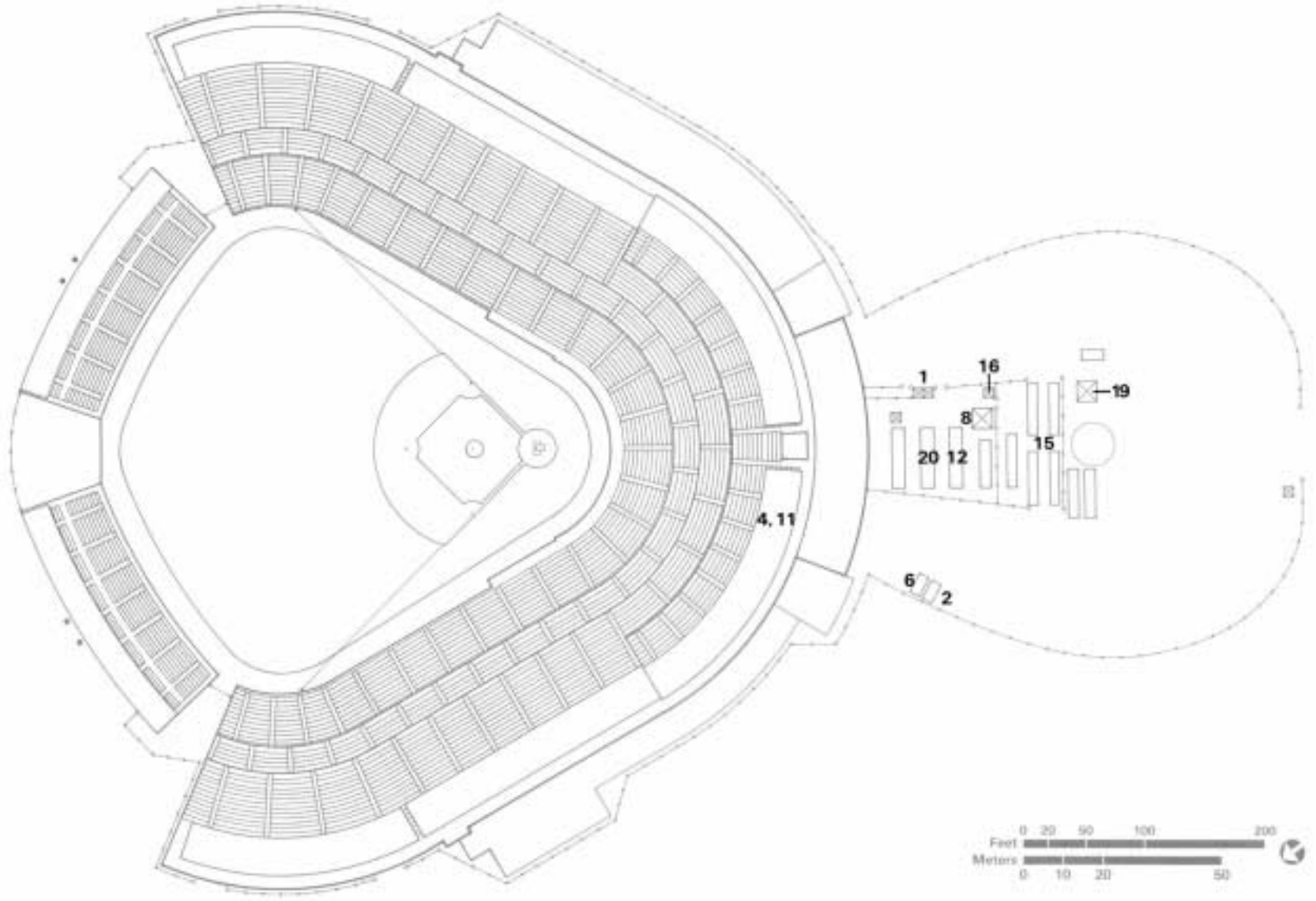


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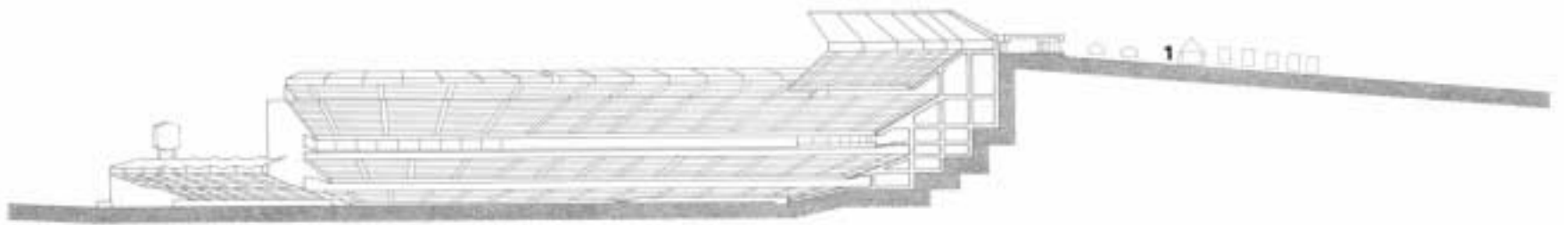
26 Dodger Stadium was built specifically for baseball use and is perfect host to the Olympic baseball competition.

Architecture and Construction

Plan of Dodger Stadium

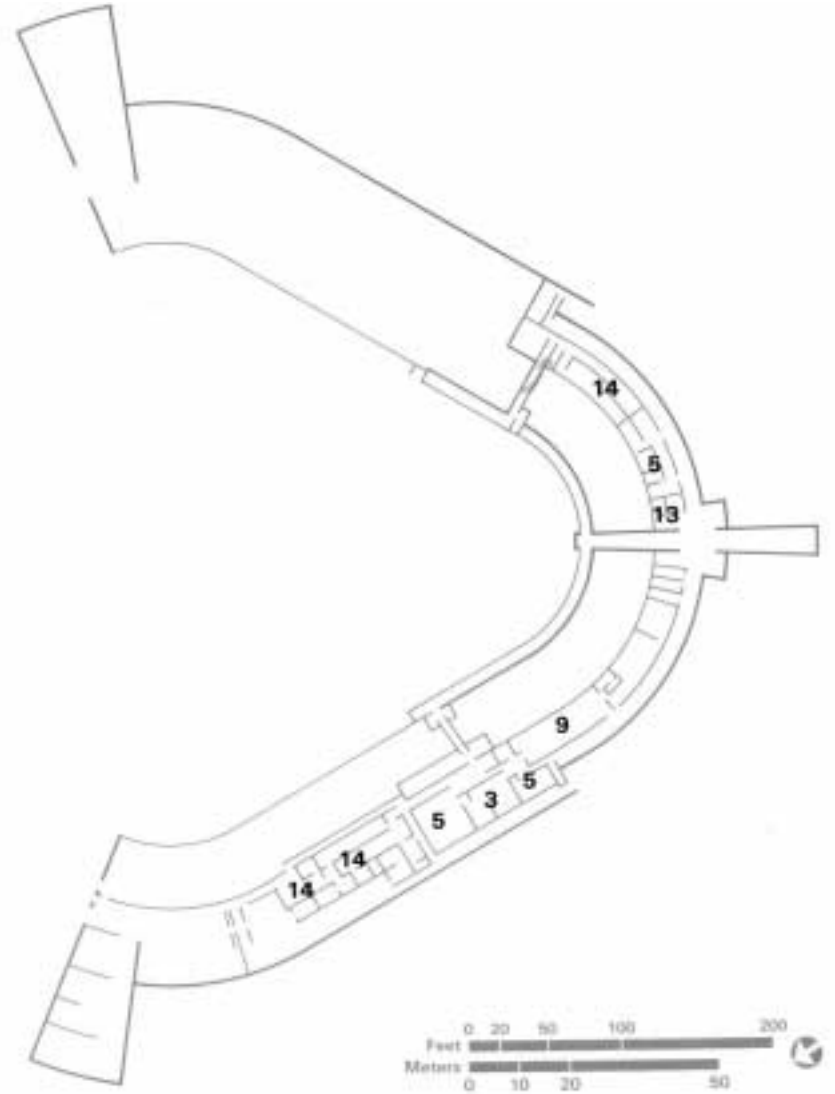
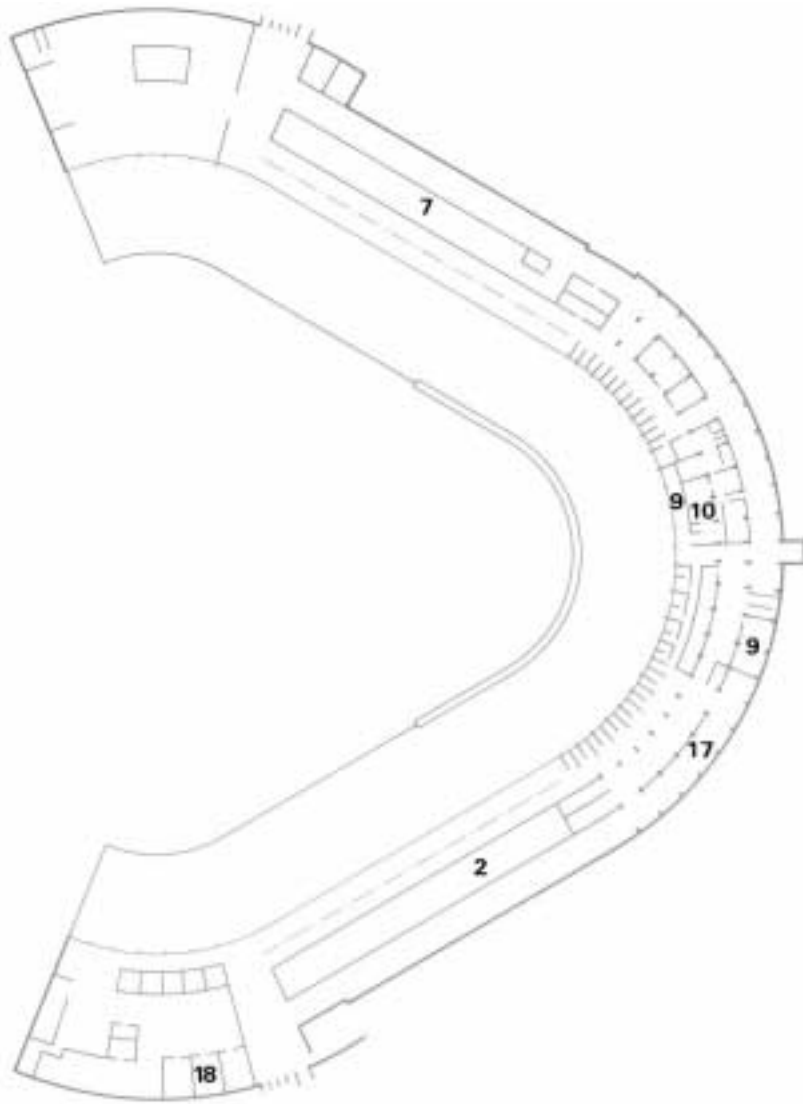


Section of Dodger Stadium looking northwest



Plan of press and team entry levels

Plan of team areas



Baseball		
Introduction	Olympic baseball was held at Dodger Stadium, an existing stadium for professional baseball.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
Administration		Work space for 1 (see Venue Operations).
1 Guest/Staff Entry	10 x 20 tent	Main entry, badge issue, storage and distribution point. Work area for 2.
Food Service		
2 Eating Area/Lounge	24 x 80	Staff eating area for 120. Food distribution and storage point.
2	8 x 25	Storage trailer.
Finance		
Audit, Cash Control		Shared office for 3 (see Venue Operations).
Health Service & Medical Control		
3 Doping Control	12 x 12	Waiting area for 8; testing area with toilet and hand-washing facilities; processing area for 2.
4 Spectator First Aid	16 x 30	First aid station with 8 beds.
5 Sports Medicine	40 x 40	Training room with 6 treatment tables.
Materiel Acquisition & Distribution		
Administration		Work space for 2 (see Venue Operations).
6 Storage	15 x 25 truck	

Olympic Family Services		
7 Hosting	24 x 100	Hosting room for 250. meal and beverage service.
8 Language Services	20 x 20 tent	Seating for 8 interpreters. Work area for 1.
Personnel		
Administration		Responsible for payroll, timekeeping and staff scheduling. Office for (see Venue Operations).
Press Operations		
9 Interview Room	12 x 50	Seating for 60.
9 Press Seating	131	All positions with desk in existing press box.
10 Sub-Center	12 x 26	23 work positions; telephones, telex, telecopier.
Security		
11 Command Center	25 x 30	Existing venue security office. Office for 3 (see Venue Operations).
Sports Administration Federation Services		
12 AINBA Offices	12 x 60 trailer	Trailer with 12 x 12 office for LADOC commissioner and sport manager, 12 x 32 room, seating 12, for AINBA jury meetings, private 12 x 12 office for AINBA president and technical delegates.
13 Judges' Officials' Dressing Room Athlete Services	10 x 24	Existing locker room, field level for officials.
14 Team Meeting Room	(4)7 x 31	2 existing clubhouses subdivided to form 4 facilities.
Television		
15 Trailer Compound	70 x 130	Telephone and television production and transmission vehicles. Xerox storage trailer was also in this compound.

Technology		
16 Message Center	10 x 10 tent	Communications and message receiving center for staff officials.
Results	6 x 12	Input area located in press box.
17	24 x 70	Results output, photocopy and distribution center, staff offices for 6 and 10 sponsor work stations, radio distribution and recharging, waiting area for 4.
Ticketing		
18 Information	(3)3 x 4	Existing ticket windows for will call and information. No on-site sales.
Transportation		
Administration		Office for 3 (see Venue Operations).
19 Driver Lounge	20 x 20 tent	Rest area for 30.
Venue Operations		
20 Venue Staff Offices	12 x 60 trailer	12 x 12 Office for venue manager and finance manager; 12 x 12 office for 2 security staff; 12 x 32 area for staff; accreditation, 2 materiel supply, construction, maintenance, 4 personnel coordinators, 2 finance, secretary/support.
Spectator Services		
Food Service	(32)12x12	Existing stands with 2-4 lines in each, all levels.
Novelty Stands	(8)14 x 40	Interior concourse sales points, all levels.
	12 x 60 trailer	Storage.
Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.
Program Stands	(15)4 x 4 carts	Portable sales points for programs.
Public Seating	56,000	

7.03.4

Basketball

The competition venue for Olympic basketball was The Forum in Inglewood, California. Long considered one of the world's most beautiful basketball arenas, The Forum was a logical choice for the Olympic competition and required few modifications. Those made were primarily cosmetic. In addition to basketball, the finals of the team handball competition were held there on 11 August, and even though less than 24 hours had transpired since the completion of the basketball competition, the facility was converted without major, time-consuming modifications.

Construction for the basketball venue was well-organized. Electrical work began on 6 May 1984 at which time the telephone utility brought their trailers on site.

Two trailers designated for basketball federation use during the Games arrived at The Forum on 5 July and were used by construction, security, transportation and venue management for office space until 16 July. The LAOOC was given complete use of The Forum on that date and held a complete dress rehearsal four days later.

The two trailers placed in The Forum parking lots were used by FIBA after its arrival in Los Angeles. Eight-foot high fencing screened the area from the public parking lot. Portable toilets, which were used by early arriving spectators, were located outside the fencing. Tents, placed in the parking lot, were used for staff check-in and a transportation drivers' lounge. A portion of the parking lot was fenced for The Forum's existing food concessionaire, the host broadcaster and an athlete bus drop-off point. An additional area was later added for food storage.

Three food concession tents outside The Forum were installed, each measuring 10 feet by 20 feet. Coin-operated telephones were added at the north, east and west entrances for the benefit of spectators.

The stair landings in both the west (Forum Club) and north (Forum office entrance during the Games) entries were carpeted.

Rather than construct an elaborate tunnel protection device in the tunnel entrance to preclude unauthorized vehicles from entering the building, a police truck was parked in the middle of the tunnel, saving both construction time and expense. It allowed free (but controlled) access for the host broadcaster and other supply vehicles.

As part of the Look, 4,000 potted flowers were installed around the outside of The Forum. The flowers were used for landscape purposes and were not arranged to form any specific design.

Within The Forum, modifications were made on almost all levels. Stanchion and chain were added at the end of the basketball court to keep spectators away from the field of play. An additional Swiss Timing countdown clock was installed on the floor in front of a radio commentator's table. This clock was 2 feet high by 5 feet wide and 1 foot deep. Curtains were added at all four ground level entrances.

Several days prior to the start of competition, the scoreboard was inadvertently lowered too far and crashed onto the basketball court, destroying the advertising base, which subsequently was removed. The hole in the floor itself was filled, painted and finished overnight. This patch repair was made without incident and did not effect the competition.

Four locker rooms were needed for the basketball competition, rather than the two normally needed for single professional games. Owing to its use by professional basketball, ice hockey and indoor football (soccer) teams, The Forum had four separate locker rooms and all were available for the Olympic competition.

Originally, The Forum staff intended to move their offices to a new office building across the street, but this move did not occur. As a result, the LAOOC had only a minimal amount of office space available. In order to alleviate this space crunch, The Forum warehouse was emptied, its stock transported to a remote warehouse and The Forum warehouse converted. The Construction Department built a press interview area, venue management area, copier room, technology staff room, security staff room and a message center. These areas were separated by hardwood dividers and carpeted. Electrical and communication lines were placed in all of these areas before they were operational. The Forum staff lounge was converted into the LAOOC commissioner's office.

The Forum built toilet facilities on the exterior concourse just prior to the Games even though the LAOOC had planned to do so upon move-in. Curtains were hung on entrances and Protocol and staff lounge areas were located on the same level. The only modifications to the rooms were temporary decorations.

Interior Look materials were late in arriving and some had to be fabricated on site by the installers. Country flags originally were to be hung in a circle around the central, overhead scoreboard. This particular design obstructed sight lines so the design was changed to display them in a radial manner.



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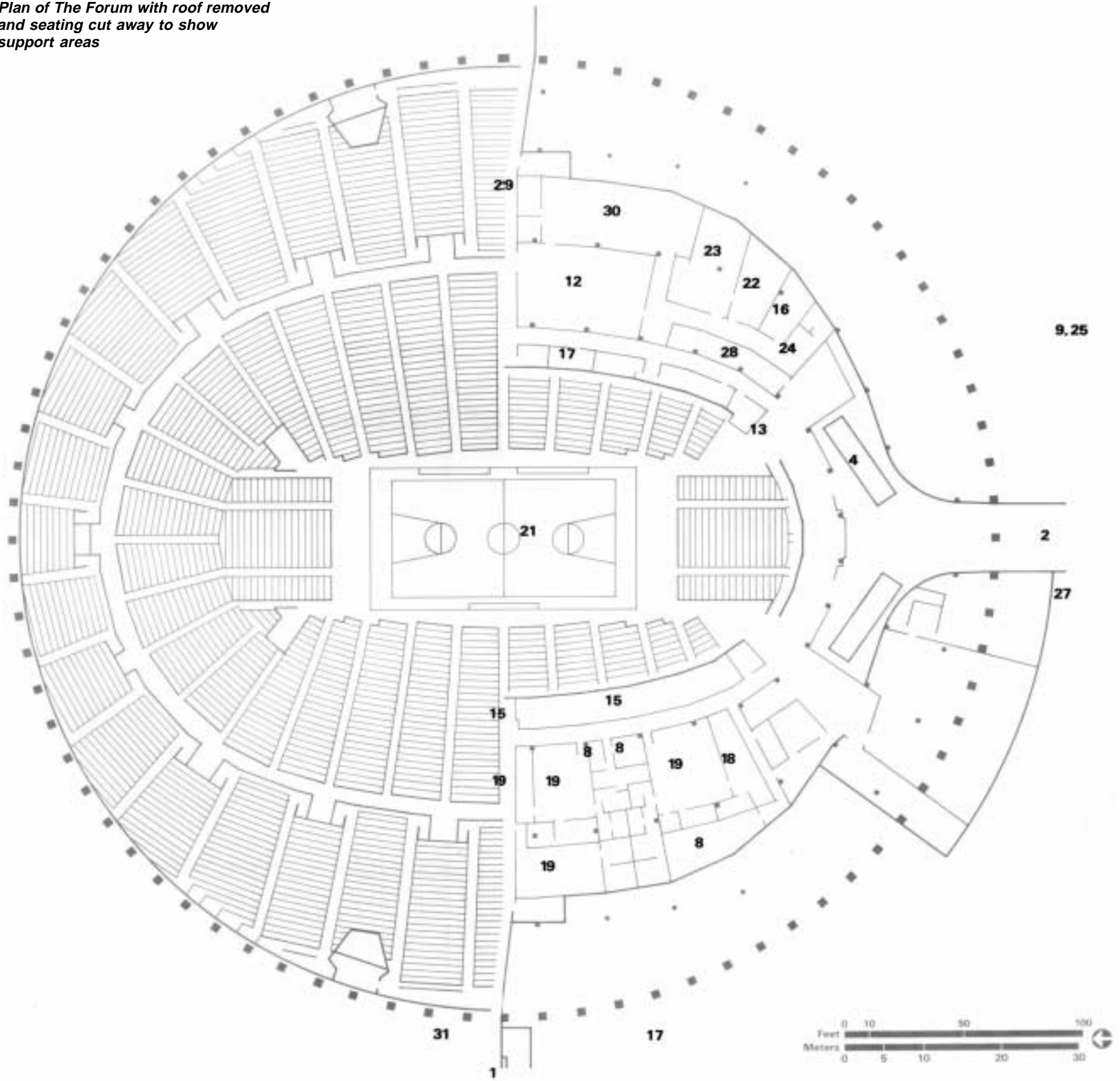
For the finals of team handball, 8-foot-square broadcasters' platforms were installed at both the north and south ends of The Forum across the concourse level.

The change over from basketball to handball took place following the final basketball competition on 10 August. The change was made easily and was completed by noon on 11 August. The handball final was over by 1800 hours and removal of all LAOOC decorations and sports equipment and facilities began. The LAOOC was out of The Forum by 14 August, with only minor repairs remaining to be made.

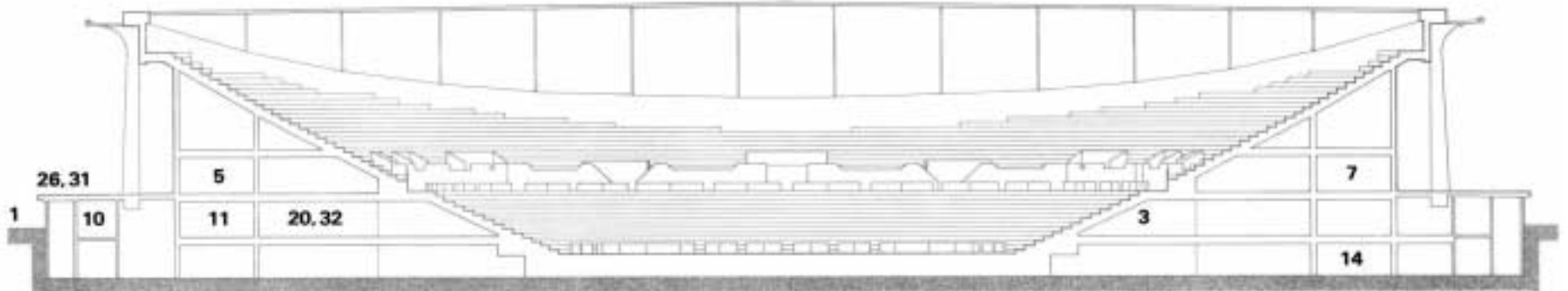
27 A newly-manufactured floor is installed for Olympic use at The Forum.

28 The existing beauty of The Forum combines with the LAOOC's decorative elements during the Olympic basketball competition.

*Plan of The Forum with roof removed
and seating cut away to show
support areas*



*Section through The Forum
looking east*



Architecture and Construction

Basketball

Introduction	Basketball competitions were held at The Forum, an existing multipurpose sports facility. Interior rooms and facilities were modified to provide administration and athlete areas. Only federation services were augmented through addition of trailer units. No warm-up court was provided for athletes. The Forum is a multi-level facility. Athlete and staff facilities were located primarily on the lowest level.	
Department Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Guest Entry		Accredited Olympic Family members (B,C,D,E,F) and guest entry.
2 Staff Entry	20 x 40 tent	Primary entry point on south side for accredited LAOOC staff, temporary badge issue. Athlete team entry point. Badge storage and work area for 10. The Forum staff, all ushers and maintenance staff enter north and east sides only.
Food Service		
3 Eating Area/Lounge	32 x 32	Existing lounge and food service area for 100.
4 Storage	8 x 40 trailer	Box lunch storage and distribution area.
Finance		
5 Audit, Cash Control	8 x 30	Office area for 5
Health Service & Medical Control		
6 Doping Control	20 x 30	Waiting area for 10; testing area with toilets and wash facilities; processing or work area for 2, refrigerator and lockable cabinet.
7 Spectator First Aid	17 x 19	Existing public first aid station with toilet and sink; waiting area for 10, 2 treatment tables and refrigerator.
8 Sports Medicine	12 x 14	Training room with 2 treatment tables; waiting area for 7, private doctor's office, scale and sauna room, 20 x 38 existing weight training room (also used for storage).
Material Acquisition & Distribution		
Administration		Work area for 1 (see Venue Operations).
9 Storage	(2)8 x 40 trailers	
Olympic Family Services		
10 Administration	8 x 10	Office for 1 at VIP entry.
11 Hosting	5,500 square feet	Existing hosting area with 30 x 40 bar and 2 food service areas, closed circuit television, information desk at entry.
Personnel		
Administration		Work area for 3, responsible for timekeeping and staff scheduling; 100 individual lockers at staff entry (see Venue Operations).
Press Operations		
12 Interview Area	36 x 58	Press seating for 150, chairs for 8, elevated platform.
13 Mixed Zone	10 x 12	Zone for media contact with athletes, a corridor leading to athlete locker area.
Photo Positions	48	32 seats in stands plus 16 courtside positions.
Press Seating	404	214 positions with desks, 190 without desks.
14 Staff Offices	14 x 32	Staff office area for 8.
15 Sub-Center	2,500 square feet	96 working spaces with typewriters, telex, photocopy equipment, EMS terminals. A sub-center located in modified storage areas under bleachers.

Security		
16 Command Center	17 x 24	Office area for 10.
Sports Administration		
Federation Services		
17 FIBA	12 x 60 trailer	Private 12 x 16 office for FIBA president, VIP lounge for 9. conference room for 8 and 12 x 12 NGB office for 2.
	10 x 44 trailer	10 x 16 office for FIBA secretary-general; 2 office spaces for technical delegates and 1 office for administrative secretary.
17 Judges/Officials' Dressing Room	8 x 20	Existing locker/shower room for 4.
Athlete Services		
18 Equipment Storage	10 x 10	
19 Locker Room		Competing teams assigned to 1 of 4 existing Meeting Room locker/shower rooms. Each room equipped with Massage/taping table, benches, lockers.
	Room 1—24 x 32	Assigned to teams in sessions 1 and 3.
	Room 2—32 x 32	Assigned to teams in session 2.
	Room 3—20 x 36	Assigned to teams in sessions 1 and 3.
	Room 4—18 x 20	Assigned to teams in session 2.
Refreshments	10 x 10	Stand placed at athlete/staff entry.
Competition Management		
20 Commissioners' Office	10 x 20	Office for 2.
20 Asst. Commissioner	10 x 10	Office space for 1, adjacent to existing 8 x 10 office for secretary.
Conference Room	8 x 24	Meeting room for 14; telecopier, telephone, closed circuit television.
Field of Play		
21 Competition Court	49 x 91	Court and surface lined to meet FIBA specifications. Actual floor surface 60 x 112.
Competition Staff	6 x 20	Courtside table and 10 chairs for competition management.
Jury of Appeal	6 x 10	FIBA jury, seating for 5 clear view of court.
Statisticians	6 x 16	Table and chairs for 8 statisticians at courtside.
Team Seating	(2)28-foot benches	17 chairs for team and 2 chairs for security at courtside.
Technical Committee	6 x 10	FIBA technical committee courtside seating for 5.
Technology		
Public Address Announcer	4 x 6	Table and 2 chairs at scorers' table courtside for public address announcer.
Results	6 x 12	Courtside results input area with 3 chairs, results terminal and printer.
22 Staff Offices	6 x 10	Radio recharging and storage room.
	12 x 37	Office for 4 staff and 10 sponsor/vendors.
Swiss Timing	6 x 6	Courtside table and 3 chairs for scoreboard control.
23	24 x 24	Results output, photocopy and distribution room. Contained computers, 1 copier, tables, 11 chairs and 10 x 10 paper storage area.
24 Message Center	12 x 24	Communications and message receiving center for staff and officials; included radio base station, copier, tables, 6 chairs, message board and 12 x 12 switchboard room.

Television		
25 Trailer Compound	120 x 150	Telephone and television transmission and production vehicles.
Ticketing		
26 Information	10 x 10 tent	Work area for 2. General information and will call. No on-site sales.
Transportation		
Administration		Office area for 3 for vehicle dispatch (See Venue Operations).
27 Drivers Lounge	10 x 30 tent	Waiting area for 100.
Venue Operations & Administration		
28 Construction Staff	12 x 12	Office for 3.
29 Maintenance Storage	12 x 17	Storage and maintenance area.
	900 square feet	Outside storage area.
30 Venue Staff Offices	28 x 80	Office area established in converted warehouse/storage area. 25 work stations each with desk, telephone, side chair and work chair. Included here by department: venue manager, 2 assistant venue managers, language service coordinator, television coordinator, 3 personnel coordinators, 3 transportation coordinators, concession coordinator, 4 secretary stations, competition supervisor, competition director and secretariat, 4 work stations for coordinators; officials, umpires, statistics, training, operations meeting room for 8, meeting room for 4, open lounge and seating for 12 with television, Look/Graphics coordinator.
Spectator Services		
Food Service	32 lines	4 interior concession stands with 8 lines each. 1 line dedicated to press near press seating.
	(6)10 x 10 tents	6 exterior stands in parking lot.
	(4)8 x 40 trailers	Refrigerated food storage trailers in trailer compound.
Novelty Stands	(8)8 x 8	8 novelty stands on interior concourse
	(3)10 x 10 tents	3 exterior stands.
	8 x 40 trailer	Novelty storage.
Program Stands	(8)2 x 4	Portable sales points.
31 Post Office	22 x 26	Sales and service point for U.S. Postal Service.
31 Public Information	8 x 8 tent	Outdoor kiosk for 3 persons to provide spectator assistance.
Public Seating	17,505	
32 Venue Owner's Office	(28)8 x 10	Offices; the Forum staff operated and managed the facility on an on-going basis and continued to occupy their regular offices.

7.03.5 Boxing

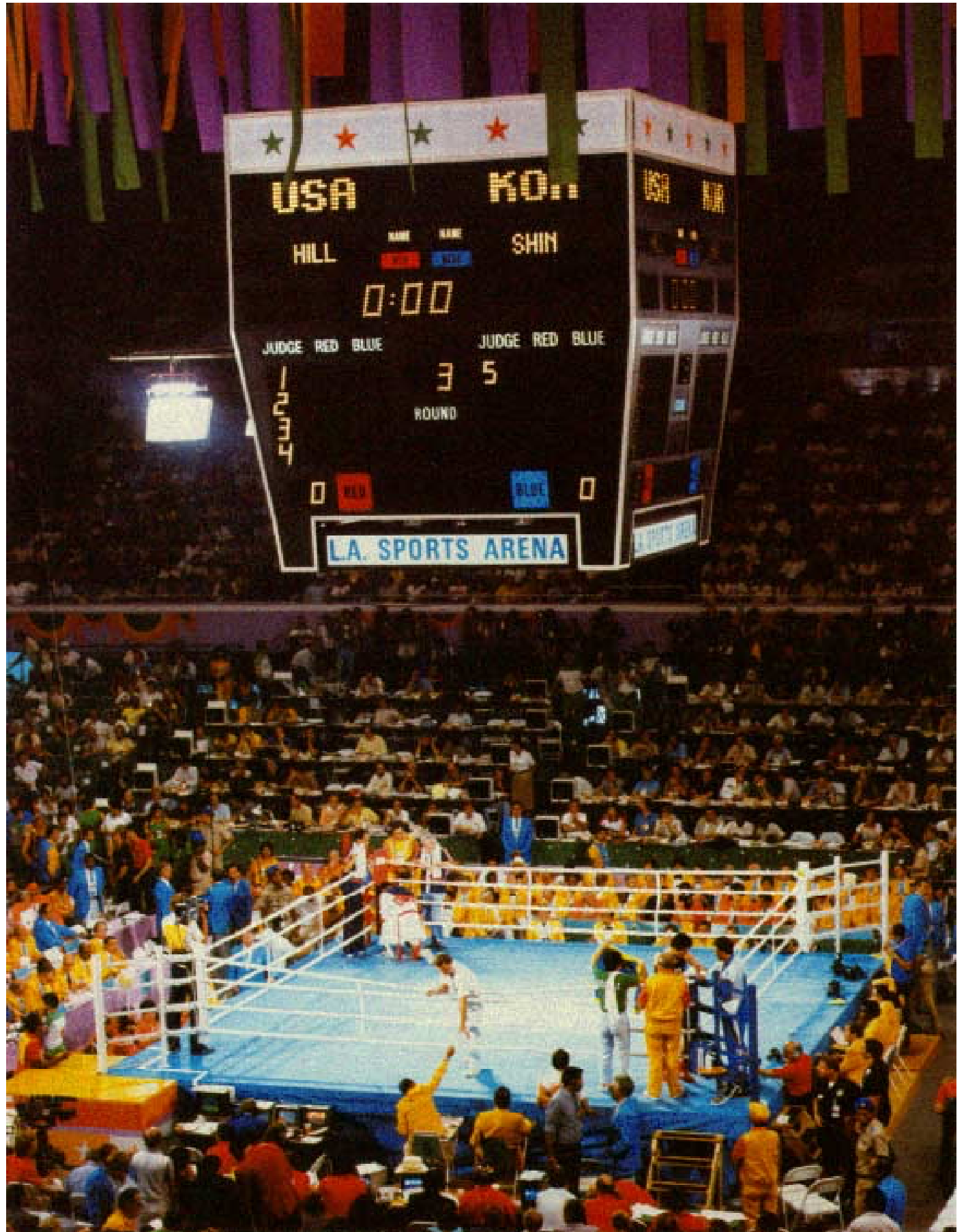
The Olympic boxing venue was the Los Angeles Memorial Sports Arena, located in Exposition Park. The Sports Arena was also used as a staging area for athletes and entertainers during Opening and Closing Ceremonies. The proximity of the boxing venue to Expo Park and the Coliseum meant that numerous services were integrated for the three venues.

Boxing spectators arrived via the Exposition Park shuttle bus system or as pedestrians. Spectators entered the Sports Arena through the east, south and north entrances. The west entrance was used exclusively by LAOOC staff. Members of the Olympic Family entered the venue and the Olympic Family hospitality lounge through the athlete compound.

Athletes arrived by shuttle bus and entered the Sports Arena via the ramp to the lower level. A considerable amount of temporary wall partitioning created the required competition support areas. The partitioning was prefabricated off site. Exclusive access to the facility by LAOOC staff did not begin until 9 July. By 23 July construction was completed. The Sports Arena was then utilized as a staging area for the ceremonies dress rehearsal on 26 July and during Opening and Closing Ceremonies. An all-night clean-up effort was required after Opening Ceremonies to prepare the Sports Arena for competition the following day.

A press sub-center for the boxing and athletics venues was located in the lower level of the Sports Arena. Auxiliary air-conditioning was added to a storage area and temporary power and furniture were installed. Boxing was a popular sport dominated by athletes from the United States and commanded much attention from the press. Because press interview facilities at the boxing venue were strained during the preliminary rounds, an auxiliary press interview area was constructed outside the Sports Arena for the semifinals and finals. The interior interview area accommodated 77 people. The newly constructed outdoor interview area—a 40-foot by 60-foot tent adjacent to the facility—accommodated 200. The addition of the new interview area gave the LAOOC's Press Operations staff an opportunity to run two interviews simultaneously if necessary in the late rounds.

Permanent construction to the venue included a complete rehabilitation of the facility air-conditioning system. The exterior of the Sports Arena was water-blasted and individual sections repainted.

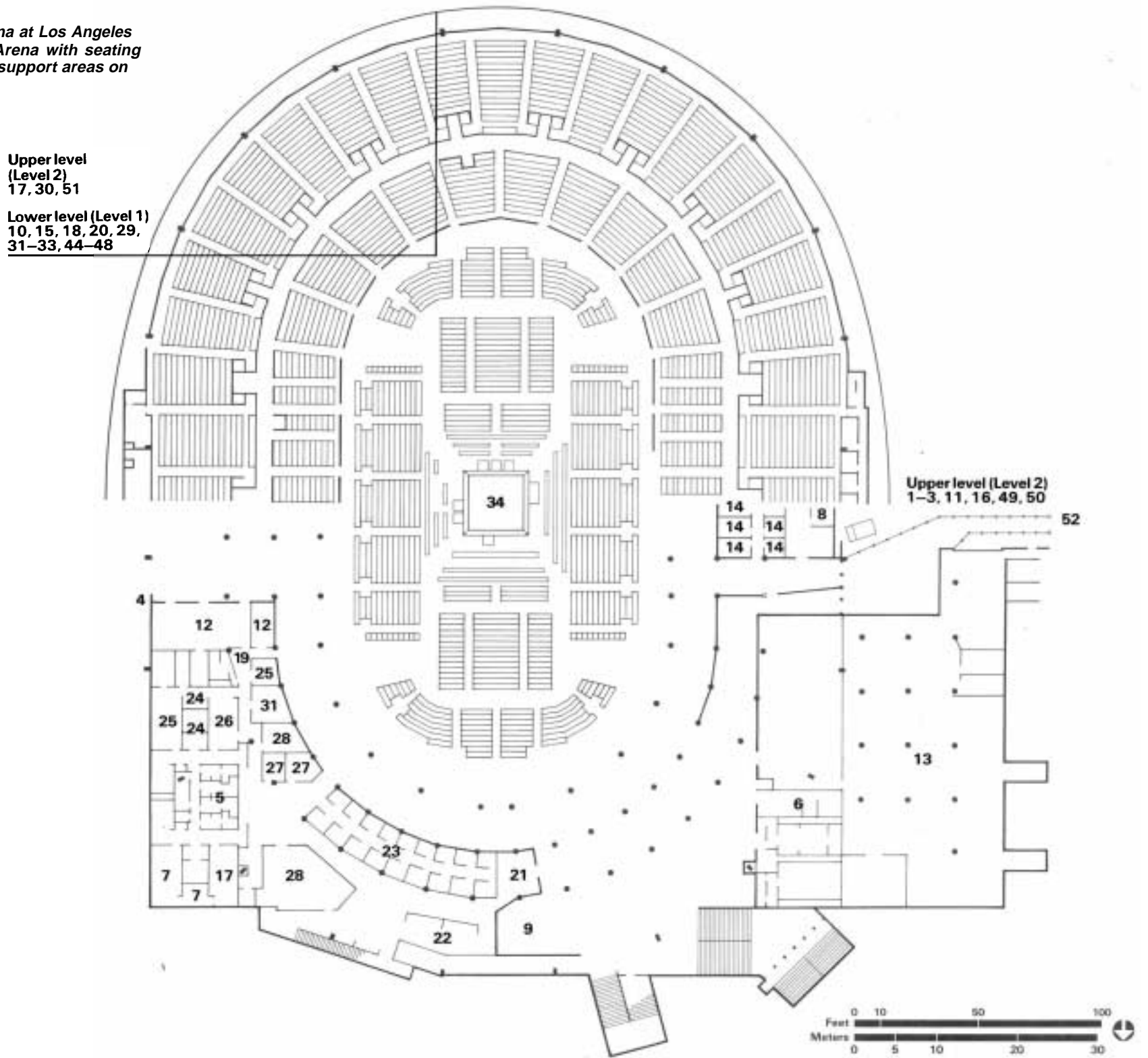


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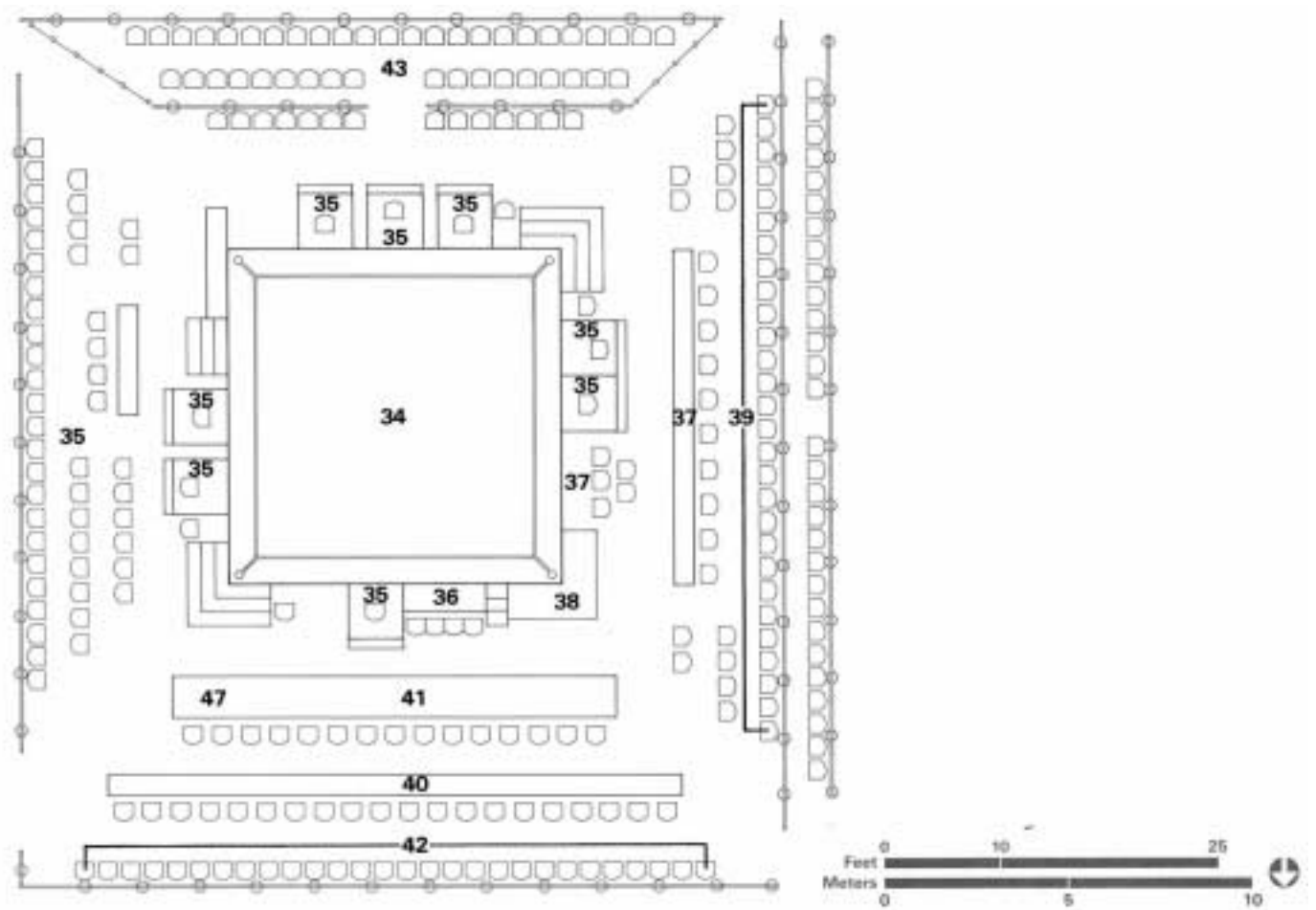
29 The Los Angeles Memorial Sports Arena provides complete information for spectators through the new scoreboard. Seating for journalists is provided in the background.

Architecture and Construction

Plan of boxing arena at Los Angeles Memorial Sports Arena with seating cut away to show support areas on lower levels



Plan of field of play (ring platform) and judges seating level



Boxing			Security			Technology		
Introduction	The Sports Arena is an existing multi-purpose sports facility. It is adjacent to the Coliseum and shared parking and press operations facilities with athletics (see Athletics). The Sports Arena is a multi-level facility. All athlete and staff facilities were on the lowest level primarily, and on level 2. Spectator seating was on all levels. Spectator facilities located outside the Sports Arena will be listed under "Exposition Park."		16 Command Center	16 x 16	Office area for 10.	44 Message Center	14 x 14	Communications and message receiving center for staff and officials. 50 individual mail boxes.
Department/Function	Space Use (in feet unless noted)	Notes	Sports Administration			45 Results	6 x 18 18 x 25	Input area 10 feet from ringside. Results output, photocopy and distribution center, 6 copiers.
Accreditation			Federation Services			46 Staff Offices	12 x 12 12 x 25	Office for 4. Work area for 10 sponsors/vendors.
1 Administration	12 x 16	Office for 1.	17 AIBA Offices	12 x 16 and (3) 10 x 12	Private offices for AIBA president, secretary-general, technical delegates, secretary/support.	47 Swiss Timing	9 x 10	Storage room with access to ring.
2 Guest Entry	10 x 50 tent 10 x 20 tent	Olympic Family entry point. Shared with athletics. VIP accreditation and information point. Shared with athletics	17	16 x 26	AIBA office. competition support work room in a athlete preparation area.	47	4 x 4	Timing control, 2 chairs at ringside.
3 Staff Entry	22 x 28	Staff entry, badge issue, storage and distribution point. Office area for 12.	17	12x28	AIBA officials, offices for 8.	47	6 x 6	Scoreboard control, 2 chairs near ring.
Food Service			18 Hosting Area	11x32	Lounge for 20, beverage service.	48 Telecommunications	5 x 10	Radio distribution, re-charging area.
4 Eating Area/Lounge	64 x 100	Patio with tables and chairs for 400.	19 Judges'/Officials' Dressing Room	11x13	Existing shower/locker room.	Television		
4 Storage	8 x 40 trailer		20 Video Taping Room	10x10	2 video monitors. Draw and jury meeting room in press interview room (see Press Operations).	Trailer Compound	140 x 160	Telephone and television transmission and production vehicles (see Athletics and Exposition Park drawings).
Finance			Athlete Services			Ticketing		
Audit, Cash Control		Shared work area for 8 (see Ticketing).	21 Information/Check In	14 x 16	Office for athlete and team information for 80 message boxes.	49 Administration Information	32 x 34	Office for 6 shared with finance staff. 2 existing windows for ticket information. Noon-site ticket sales.
Health Service & Medical Control			22 Lounge	35 x 35	Lounge for 20, refreshments, television.	Transportation		
5 Doping Control	10 x 22	Waiting area for 10.	23 Rest Area	(18)8 x 10	Private rest areas with cot and chair in each.	50 Administration	12 x 12	Office for 8 coordinators and dispatchers. All parking, athlete transportation and system administration were coordinated by the Exposition Park office, athletics and boxing. (See Athletics and Exposition Park: Transportation.)
5	14 x 16	Processing area for 4 with refrigerator, lockable storage.	24 Shower Room	11 x 17	Shower area for 16, 10 x 11 office for locker manager.	Venue Operations		
5	(2)7 x 8	Testing area for 2.	25 Storage	13 x 28	Gloves and headgear storage.	Maintenance	10 x 10	Office for 3.
5	3 x 10	Storage area.	25	10 x 16 room.	Storage.	51 Venue Staff Offices	(4)10 x 10	Offices for venue director and staff.
6 Spectator First Aid	16 x 24	Public first aid with 2 cots, 3 chairs, refrigerator, work table, work area for 6.	26 Taping Room	13 x 28	Chairs for 6, athletes' hand taping and inspection.	51	36 x 64	Office for support staff.
7 Sports Medicine	12 x 28	3 massage tables, 6 chairs, supply cabinet, water cooler, refrigerator with ice maker, work area for 12.	27 Warm Up	(2)14 x 14	Final athlete warm up and preparation room.	Spectator Services		
	10 x 10	Office for chief medical officer, with examination table.	28 Weigh In	1000 square feet	12 official weigh stations, each with digital weight indicator, label printer, weight plate, 2 chairs; 2 additional 5 x 10 foot areas with unofficial scales available.	Food Service	(4)10 x 40	Interior stands with 10 service lines each.
Material Acquisition & Distribution			Competition Management			52	110 x 160	Storage compound for 3 materiel supply and 18 concession trailers.
Administration	10 x 10	Office for 3 supply coordinators.	29 Administration	12 x 12	Office for 5 competition staff.	Novelty Stands	(8)10 x 10 tents 8 x 40 trailer	Novelty sales points. Novelty storage.
	(3)12 x 60 trailer	See Spectator Services: Food Services	30 Commissioner's Office	20 x 35	Private office for 9.	Program Stands	(6)2 x 4 carts	Portable program sales points.
Olympic Family Services			31 Competition Staff	12 x 18	Office for competition director.	Public Information	6 x 10	General public information point on arena concourse.
8 Administration	12 x 14	Office for 1.	31	14 x 28	Office for 8 technical staff.	Public Seating	15,700	
9 Hosting	28 x 52	Lounge for 30 Olympic Family members except press; beverage and snack service.	31	(7)10 x 10	Office for 15 competition			
	100 x 180 tent	Lounge for with beverage and snack service, shared with athletics (see Athletics).	32 Conference Room	18 x 20	Conference room for 16.			
10 Language Services	300 square feet	Office and waiting area for 16.	33 Operations Review	18 x 18	Meeting room for 8.			
Personnel			Field of Play					
11 Administration	10 x 10	Office adjacent to staff check-in, work area for 6; responsible for payroll, timekeeping and staff schedules.	34 Ring	20 x 20	Dimensions inside ropes; actual platform is 24 x 24 x 2 with 4 access stairs, red corner, blue corner.			
Press Operations			35 Judge/Jury	(8)4 x 5	Ringside seats, each on 15-inch platform. Chairs available for 8 bout officials and 38 judges/referees. Seating for medical jury directly behind judges platform.			
12 Interview Room	22 x 44	Seating for 71, raised platform for 6. For finals, outdoor interview area for 200 established.	36 Timekeeper	2 x 7	Ringside table for 4.			
Press Seating	390	162 positions with desks, 228 without tables; seating for finals competition only.	37 ABC Commentator	2 x 10	Ringside position for 5. Immediately behind is 24-foot table for 10 radio commentators.			
13 Press Sub-Center	68 x 132 and 36 x 80	Work area in press center for boxing and athletics press. 276 work stations, 100 telephones, telecopiers, telex, lockers, televisions, results.	38 ABC Camera	3 x 6	Ringside position for camera and crew.			
14 Staff Offices	(5)10 x 14	Individual press offices shared with athletics; 3 athletics, 1 boxing, 1 IOC.	39 Medical Commission	40 seats	Behind radio commentators.			
15 Sub-Center	32 x 50	40 work stations, telephones, telecopiers, results service; back up for facilities in main sub-center, item 11.	40 AIBA Executive Committee	20 seats	Behind scorer's table.			
15	10 x 10	Office for sub-center chief.	41 Scorers	3 x 40	Table and chairs, 10-feet from ringside, for: 2 results staff, Swiss Timing staff, 3 announcers, 2 competition staff, 5 jury members, 1 television crew.			
			42 Technicians	28 seats	Chairs behind executive committee.			
			43 Delegations	56 seats	Seating for delegation members.			

7.03.6 Canoeing and Rowing

Lake Casitas in Ventura County was the site for the canoeing and rowing competitions. The lake surface is 2,669 acres and is located within a 6,128-acre park. It serves as a domestic water supply and a fishing and recreation area. All construction at Lake Casitas for the Olympic Games was temporary and completely removed after the Games.

Because the lake is not normally used for rowing and canoeing activities, great concern was expressed by the owners (Casitas Municipal Water District), the local and state health officials and the State Fish and Game Commission regarding maintenance of the lake's water quality. All construction methods and materials were reviewed by these parties.

Much of the preparation for the canoeing and rowing events was completed during the summer of 1983 for the Foster Farms International Regatta. The elements, built in 1983, included: grading, irrigation and landscaping, and construction of some portions of the finish tower, ramps and course. Changes were later made because of erosion created by heavy rain following the 1983 Regatta and to accommodate the large number of athletes and spectators expected for the Games.

The Lake Casitas venue was divided into three areas: the race course, the athletes' area and the area for venue management and spectators.

The course itself was installed in 1983. Setting the course required lengthy surveying and diving time. Pneumatic hammers were used to drive more than 100 arrowhead anchors into the lake bottom to hold 35 miles of underwater steel cable in place. The six lane lines were designated by a cable and buoy system using both vertical and horizontal cables. The system was easily interchangeable between canoeing and rowing. Two starting bridges accommodated the two start positions.

The anchors were left in place after the 1983 event, but the starting bridges, underwater cables, lane buoys and most of the platforms were removed and stored locally until the Games.

The judges' tower (finish tower) was also used for all timing and results. The tower was set on steel piles 60 feet off shore in line with the finish line. A modular steel scaffold structure with plywood decks was used to create a four-story, 48-foot structure. Steel angle braces and beams stabilized the tower to keep it from swaying. Chairs for the judges were anchored to prevent movement. Look graphics covered the tower and two vertical strips representing stars ran perpendicular to the tower. The vertical strips had a tendency to pull away from the structure in high winds. Host broadcaster and Swiss Timing cables were installed along with the course cables. Forty-foot telephone poles were connected and anchored for use as log booms. Barriers of log booms were used to keep fishermen away from the course cables and to protect the course from wake. The booms were marked but fishermen had a tendency to hit the buoys because they rode low in the water and were difficult to see. There was also a problem caused by the use of telephone poles in domestic water, because of the chemical treatment of the poles. As a result, untreated poles were specially ordered. Chemicals used for lake maintenance caused damage to cables used for the 1983 Regatta and had to be replaced for the Games.

Aligner's huts, broadcaster camera rafts, Swiss Timing rafts and other rafts measured 10 feet by 30 feet and were on pontoons. They were located at the 1,000 and 2,000-meter starting points and intermediate points along the race course. Jet Float was added under the top deck to stabilize the rafts.

Jet Float is a modular (19% inches by 19% inches) floating unit system made of high density polyethylene. A pin was used to join units together when desired. Jet Float was used for all athletes' docks, the floating bridge connecting the athletes' area to the operations area, broadcaster dock, support craft dock and the awards platform. The volume of Jet Float was enormous but very flexible, easily moved and very sturdy. The units were made in a special gray color to eliminate the heat on the surface and were specially dyed and embossed with the LAOOC logo.

A Jet Float bridge was the major addition for 1984. It connected the athlete area to the operations area. The fully secured athlete day village was located across the lake from other venue operations. The bridge served as a unifying link between the otherwise separate facilities. The athlete day village was designed to be aesthetically appealing as well as to function smoothly for the athletes and included:

- Forty-seven 20-foot square tents which were used as private rest and meeting areas for the athletes. Based on total size of an NOC's canoeing and rowing delegation, each NOC was assigned to one or more tents. Each tent had an Astroturf floor, cots, storage trunks, tables and chairs. These tents were well used during both training and competition. Four of the tents were used for language services, competition support and food services.
- Two 40-foot square tents were used for athlete food service. Lunch and snacks were served from portable tables and a refrigerated chest. One refrigerated storage trailer (40 feet) and one dry food storage (20 feet) were parked permanently and stocked daily.
- Four 20-foot by 20-foot recreation tents housed television, EMS terminals and various games.
- A small pool 20 feet in diameter by 4 feet deep was popular with the athletes. As no swimming was allowed in the lake, a temporary swimming pool offered great relief from the warm temperatures and arid conditions.
- There were 37 portable toilets in five locations in the athletes' area. This proved to be a suitable quantity.
- Sports medicine and doping control were housed in two 12-foot by 60-foot trailers.
- A 30-foot by 30-foot coaches' tent which was used for meetings. During the rowing and canoeing competition, it also became a press interview area.
- A team information kiosk was used for distributing written information, announcements and messages to the teams through the use of message boards and mail boxes assigned to each NOC.
- Showers were located in four 8-foot by 30-foot trailers, each containing 10 showers. An adjacent area had eight 15-foot by 15-foot tents for dressing. The facility was separated into men's and women's sections. Both temperature and flow rates were preset. Water was heated by propane tanks and service was occasionally interrupted due to breakage in the water main. Each time the water main broke, the propane had to be relighted.

Water for all purposes was stored or collected in 4,000 gallon and 15,000 gallon Baker Tanks. This water was used to fight fires, to supply the showers and run-off and to wash off

boats. The tanks were painted with Look graphics to make them more visually appealing.

A course control tower was located at the highest point of the athletes' day village. The entire water area and athlete area could be observed from this point.

Boats were stored in eight 20-foot by 20-foot tents located near the five launch docks in the athletes' day village. Five tents housed rowing shells and three housed canoes and kayaks. These tents had a total of 17 bays, each 20 feet by 40 feet. There were problems with uplift from wind on the site and guying was not feasible in some areas due to boat layouts and circulation. Tents were guyed on the interior with cross cables and on the outside with diagonal cables. The cables did not interfere with circulation.

Boat racks were tabular cast iron frames that had foam covers on the arms. Some of the racks required welding and were staked to the ground. This worked but the racks were heavy and burdensome to move.

Oar racks were constructed so that the top was supported by the tent frame. Because of this, the tents were not high enough to accommodate all the oars and it was difficult getting to the oars when the racks were full. Special racks were built to house the longest oars.

Boat repairs were done in a cluster of seven 20-foot by 20-foot tents. Two vendors also provided repair services in two 20-foot square tents directly adjacent to the boat houses. Because dust was a problem in the repair facilities, Astroturf was added to the floor of the main repair facility.

The ramps and wood docks were located for easy access from each boathouse-three docks were used for rowing and two for canoeing. Three docks were in place for the 1983 event and two were added in 1984. The dock ramps were eight-feet by eight-feet and had varying degrees of flotation. The first unit on land was set on steel Piles while the remaining units were easily removed from the water and stored on land until needed. Jet Float was attached to the last unit.

The following venue operations groups were housed in twelve trailers:

- 12 by 60 feet, access control/staff check-in
- 10 by 45 feet, construction
- 12 by 60 feet, doping control
- 12 by 60 feet, canoeing federation/commissioner
- 12 by 60 feet, rowing federation/commissioner
- 10 by 45 feet, materiel and supply
- 10 by 45 feet, press photo lab
- 12 by 60 feet, results
- 12 by 60 feet, security
- 12 by 60 feet, sports medicine
- 12 by 60 feet, technology
- 12 by 60 feet, venue management



30 A natural lake is converted by the LAOOC for use as the site of canoeing and rowing. Note especially the unique temporary bridge for athletes between their area (foreground) and the spectator area (above right).

30

Trailer interiors were modified at the venue. Trailers became very dusty due to conditions of the site and were maintained by a cleaning service. Technical equipment was kept covered to keep out the dust.

Other venue operations were housed in tent structures. The tents had eight-foot sides on a ten-foot frame to allow air to circulate through the top of the tent. Those that had air movement on four sides remained cool, while those located between trailers were unbearably hot. All tents had Astroturf flooring to keep dust down.

- Support staff were fed in two 20-foot by 20-foot tents. Due to the heat the tents were well used. Food was served from a refrigerated unit stocked from a refrigerated truck close by.
- Eight 20-foot by 20-foot tents were used for meetings. These tents bridged the space between two trailers in three places.
- Olympic Family hosting was held in a 30-foot by 30-foot tent.

All restroom facilities were portable. They were cleaned and pumped on a daily basis.

All lighting at the site was temporary. Lighting was installed for the 1983 event, removed and installed again in 1984. Power requirements were underestimated.

The spectator service area was decorated with colorful banners, kiosks and tents as were the bleachers, toilets, refreshment stands and first aid areas.

Spectators were seated in bleachers (capacity 4,680) and on picnic grounds. Stanchions and chains were used to separate press, VIP and athlete seating from the public. Although the stanchion and chain was easily removed, a more solid permanent barrier would have blocked the view.

Television monitors were provided throughout the spectator area along the picnic grounds. Cabinets had overhangs because of the glare from the sun and the water onto the screens. Even so, the overhangs did not prove completely satisfactory.

Initially, 10 turnstiles contained at five entrances were used. One entrance (two turnstiles) became a pass gate.

Construction and maintenance was ongoing and difficult at Lake Casitas because of the expanse and the remote location of the site and the continued heat. Examples follow:

- The water level dropped considerably during the year following the 1983 event. Modifications had to be made to extend existing ramps.

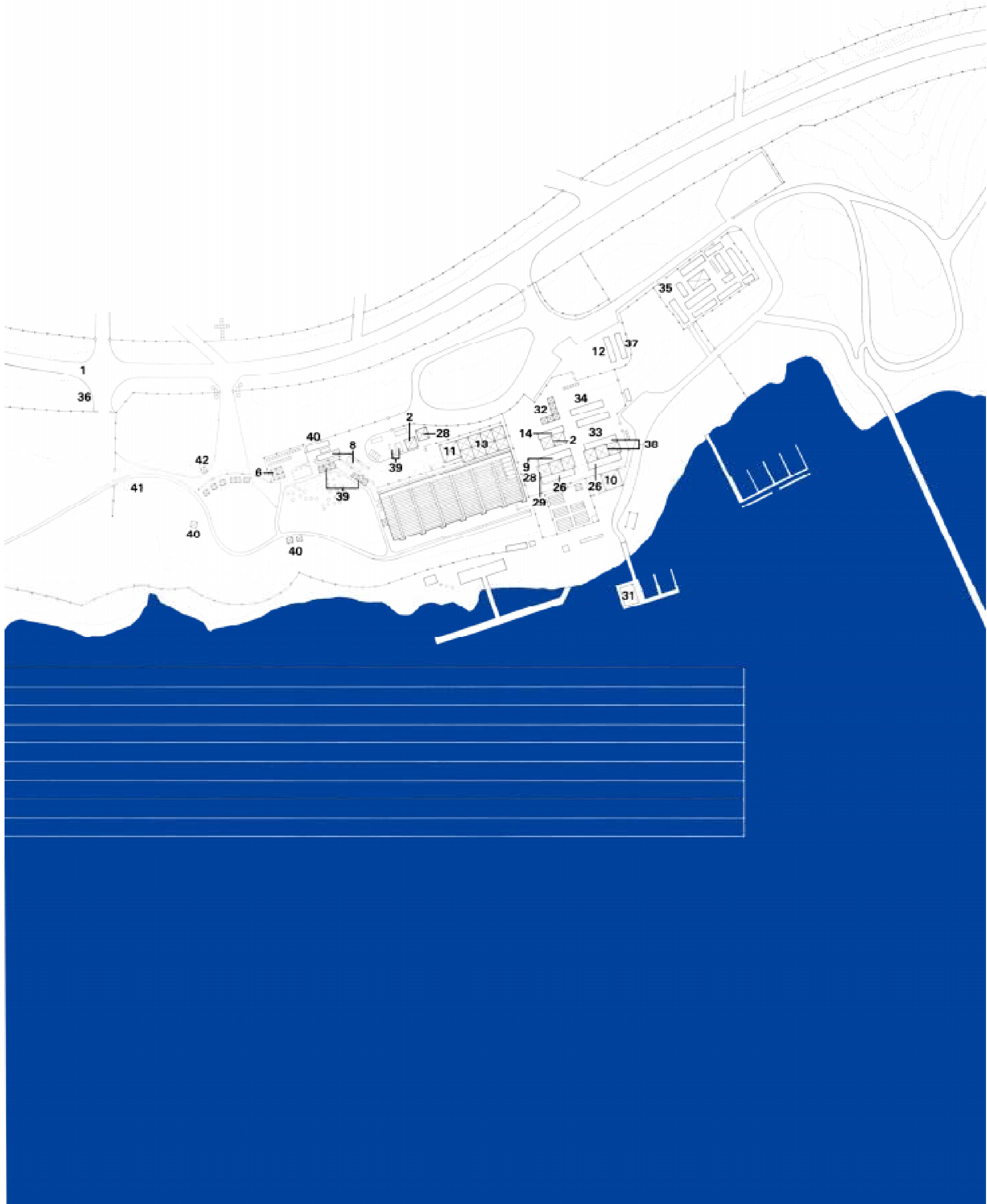
- Ongoing water main problems and high winds during the late afternoon necessitated 24-hour-a-day crews on site.
- Construction/signage modifications continued until one day before the end of competition. A signage shop, or even materials, on site was needed and would have saved time and money.

Overall, however, the LAOOC succeeded in staging remarkable competitions in both sports using only temporary facilities. The ability to fully test the basic architectural and construction assumptions one year prior in a relaxed pre-Olympic setting proved very worthwhile.

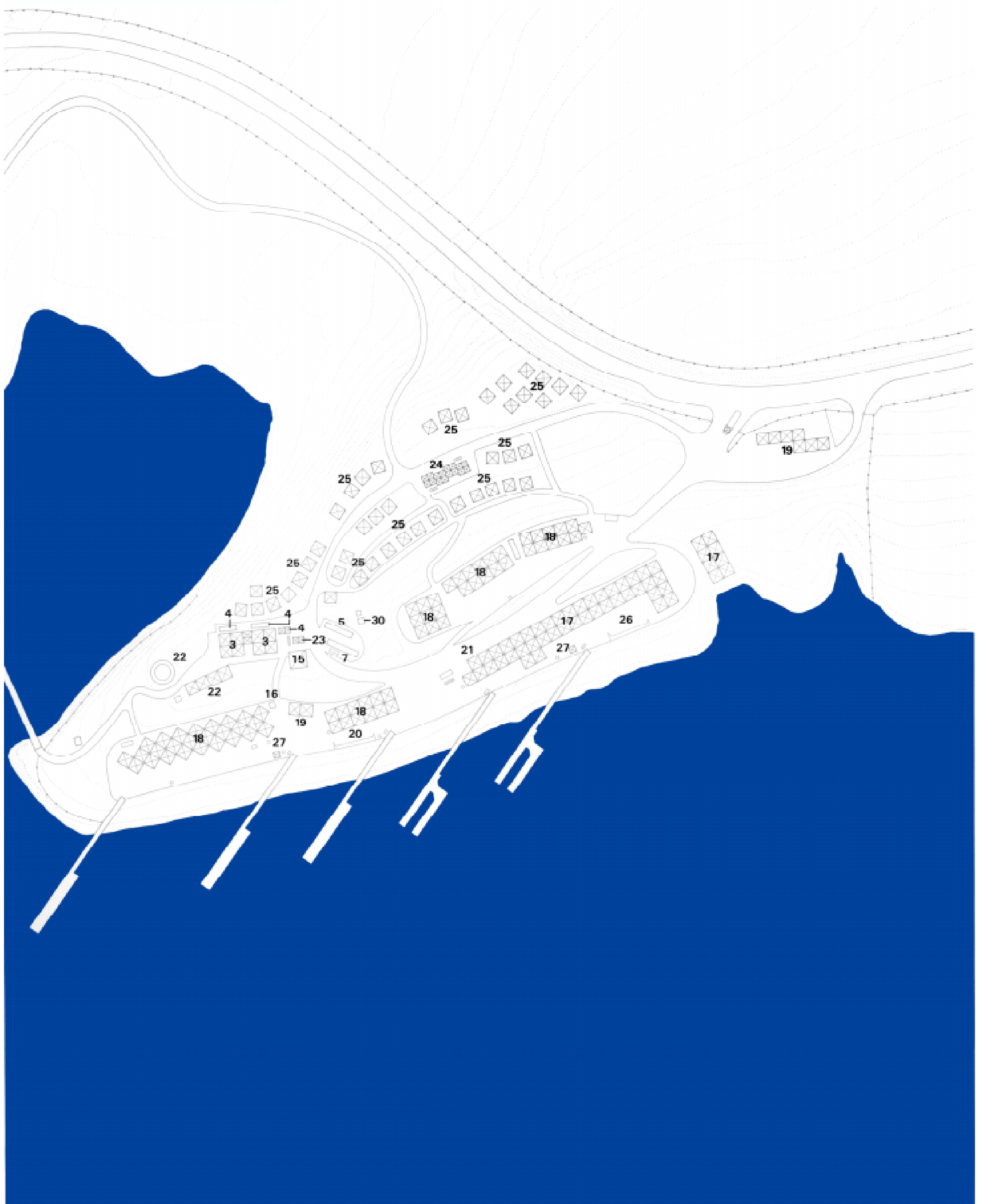
Following the competition, all facilities were removed from the site and conditions were returned to as close to original condition as possible. A small portion of the spectator entry landscaping was left as a memorial.

Architecture and Construction

Site plan of spectator and finish line areas of canoeing and rowing events at Lake Casitas



Site plan of canoeing and rowing athlete preparation areas connected to spectator area via causeway



Architecture and Construction

Canoeing/Rowing

Introduction	Competition in canoeing and rowing took place at Lake Casitas. Competition in these sports did not overlap so all athlete and spectator services were shared. Modification of the course was required for canoeing. Elaborate temporary athlete and official support facilities were constructed in an area of the venue called the "Athlete Knoll." All facilities at the lake were of a temporary nature. At the conclusion of the Games the facility was returned to its original state as a recreation facility for boating, fishing and camping.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff Entry	12 x 60 trailer	Staff entry, badge issue, storage and distribution point. Work area for 5.
Food Service		
Administration		Office area for 2 (see Venue Operations). Individual lockers for 50.
2 Eating Area/Lounge	20 x 40 tent	Lounge for 25, primarily for venue staff.
	20 x 20 tent	Lounge for 25.
3 Athlete Food Production	40 x 40 tent	Feeding area for 300 athletes and officials.
	40 x 40 tent	Adjacent to athlete feeding area for hot food preparation.
4 Storage and Distribution	(2)8 x 20 trailers	Refrigerated storage trailer.
4	(2)10 x 10 tents	Dry food storage at athlete feeding area.
Finance		
Audit, Cash Control		Office for 6 (see Venue Operations).
Health Service & Medical Control		
5 Doping Control	12 x 36 trailer	Waiting area for 26, television, beverage service; processing/work area for 9, refrigerator; Testing area with 2 toilets and handwash facilities.
6 Spectator First Aid	20 x 20 tent	Waiting area for 10, 2 cots, treatment tables, fans, television, refrigerator, handwash facilities, water cooler. One helicopter on site for emergency evacuation.
7 Sports Medicine	12 x 60 trailer	Waiting area for 4, television, 6 examination/taping tables, ice maker, refrigerator, television, desk for chief medical officer.
Material Acquisition & Distribution		
Administration		Office area for 1 (see Venue Operations).
8 Storage	(2)10 x 45 trailers	
Olympic Family Services		
9 Administration	12 x 12	Office area for 3, waiting area for 4 language service staff in trailer with competition staff.
10 Hosting	30 x 30 tent	Lounge with tables and chairs for 30, television, food and beverage service.
Personnel		
Administration		Responsible for payroll, timekeeping and staff scheduling. Office area for 1 (see Venue Operations).
Press Operations		
11 Interview Room	30 x 30 tent	50 seats, elevated platform.
Photo Positions		Positions available on 'chase' boat and on first level of finish tower.
12 PhotoService	10 x 45 trailer	3 self-service dark rooms, enlarging stations.
Press Seating	165	65 seats with table. 100 without.
13 Sub-Center	40 x 80	50 working places; program and results distribution, venue staff offices for 8, photocopying service, television viewing area.

Security		
14 Command Center	10 x 45 trailer	Office area for 13, waiting area for 6.
Sports Administration Federation Services		
FISA and FIC Offices		The presidents and secretaries-general of the FISA and FIC each had a private 12 x 12 office (see Competition Management: Commissioner's Office).
15 Coaches' Meeting Area	30 x 30 tent	50 chairs, public address system.
Judges Dressing Area		50 individual storage lockers for officials; enclosed, private changing area.
16 Weigh In	10 x 10	Official weigh in for cox. swains, 2 scales.
Athlete Services		
17 Boat House Canoe/kayak	40 x 260 tent	Boats stored on 12 racks, each rack with 4 tiers. Rack Type Total Boats 1-K4 12-K4 2-K2 24-K2 2-K1 24-K1 1-C1 & 1-C2 12-C1
17	40 x 80	Boats stored on 8 racks, each rack with 4 tiers. Rack Type Total Boats 1-K4 8-K4 2-K2 16-K2 2-K1 16-K1 1-C1 & 1-C2 8-C1 8-C2
18 Rowing Shells	(8)20 x 20 tents	15 racks with 4 tiers stored 60 pairs.
18	40 x 120 tent	9 racks with 4 tiers stored 36 pairs.
16	40 x 120 tent	10 racks with 4 tiers stored 40 pairs.
18	40 x 120 tent	7 racks with 3 tiers stored 21-8s.
18	60 x 60 tent	10 racks with 4 tiers stored 40 singles.
18	(4)10 x 10 tents	2 racks with 4 tiers stored 8 pairs. Storage area for oars. 3 sweep oar racks, scull oar rack.
19 Boat Repair	(9)10 x 10 tents	
20 Boat Wash Down	50 x 120	Hose and cleaning materials available.
21 Boat Weigh-In-Canoe	12 x 60	2 separate screened and fenced areas with spring scale in each, 8-foot bench.
21 Boat Weigh-In-Shells	12 x 30	One scale with 18 lockers, individual storage cradle.
22 Entertainment	20 x 80 tent 10 x 35	Area for bands, lounge. Portable swimming pool with deck.
23 Information/Check In	10 x 20 tent	2 bulletin boards, television monitor, mail box for each team, 2 staff.
24 Shower/Locker	(4)8 x 30 trailers (8)15 x 15 tents	10 showers each adjacent to dressing area. Dressing area.
25 Team Rest Area	(47)20 x 20 tents	Individual team rest areas with cots, chairs, individual lockers.
Competition Management		
26 Commissioners' Offices	(2)12 x 60 trailers	One trailer for canoeing, one for rowing; each with 12 x 17 office for commissioner, private office for president and secretary-general of the federation and 12 x 13 area for secretary/support.
27 Competition Administration	(2)10 x 10 tents	Office area for 8 near boat launching docks.
28 Competition Staff	20 x 20 tent	Lounge for 15, drink dispenser, television.
28	(2)10 x 12	Office for competition directors, office for 2 sports managers in trailer shared with Olympic Family Services.
29 Conference Room	20 x 60 tent	Shaded, carpeted area for 50.

Field of Play			
30 Course Control Tower	8 x 8 x 20		Tower for 2 with view of entire course and launching facility.
31 Finish Tower	24 x 32 x 50		4-story structure at the finish line. The upper level contained Swiss Timing.
31 Judges and Timekeepers Seating	10 x 16		Television monitor, food and beverage service, 12 chairs in tower.
31 Jury Room/Lounge	10 x 16		Television monitor, table and chairs for 8 in tower.
Technology			
32 Message Center	(2)10 x 30 tents		Communications and message receiving center for staff and officials.
33 Results	12 x 60 trailer		Results output, photocopy and distribution center. Waiting area for 8.
34 Staff Offices	12 x 60 trailer		Office for 3 staff, radio recharging and distribution center, 12 x 12 storage area, sponsor/vendor work area for 10.
Swiss Timing	24 x 24		Results input table, photo finish cameras, storage and photo lab located on roof of finish tower, 6 chairs.
	6 x 6		Timing control area at 1,000-meter point on course.
	13 x 13		Storage area.
	8 x 4 and 8 x 13		Scoreboard control, 4 staff on timing boat on course.
Television			
35 Trailer Compound	92 x 150		Telephone and television production and transmission vehicles.
Ticketing			
Administration	10 x 10 tent		Office area for 3.
Information	7 x 7 tent		Ticket information and problem handling. No on-site ticket sales.
Transportation			
Administration	10 x 12		Office for 4 (located in trailer with Olympic Family Services).
36 Driver Lounge	30 x 30 tent		Lounge for 40, toilet facilities, beverage dispenser.
Parking	3,400 spaces		50 spaces for handicapped.
Venue Operations			
37 Construction	10 x 45 trailer		Office for 6; materials and maintenance storage area; conference area for 8.
38 Venue Staff Offices	12 x 60 trailer		2 private 12 x 12 offices for venue manager and assistant and finance staff of 6. Work area for staff of personnel, 2 food services and material supply staff, 3 support staff.
36	20 x 60 tent		Chairs for 16. Staff support area with desk.
Spectator Services			
39 Food Service	(4)10 x 30 tents		Food and beverage sales points.
	(2)8 x 30 trailers		Refrigerator food storage.
	500 square feet		Public eating area with 150 chairs and tables.
Maintenance	10 x 30 and 10 x 15		Storage area for waste bins.
40 Novelty Stands	(5)10 x 10 tents		Novelty sales points for general public; one tent for binocular rental.
	8 x 30 trailer		Novelty storage.
41 Post Office	20 x 40 trailer		Sales and service point for U.S. Postal Service.
Program Stands	(3)4 x 4		Portable program sales points.
42 Public Information	8 x 8 tent		General information service for public.
Public Seating	4,680		Temporary grandstand seating.
Water Supply	(4)8 x 20 x 12		Portable tanks with fresh water.

7.03.7

Cycling: Mission Viejo and Artesia Freeway

Men's and women's individual road races were held on the opening day of cycling competition at Mission Viejo as an estimated 275,000 spectators lined the 10-mile circuit.

The course was lined with 10,000 delineators, 4,000 traffic cones and 20 miles of yellow barrier tape. The start/finish area, as well as key intersections and team cabin eating areas, were lined with plastic fence held in place by stakes. Dangerous corners were padded with two tons of foam rubber stuffed into plastic bags. Forty-nine specific pedestrian crossings were controlled by course marshals. A 12-foot emergency lane ran adjacent to the entire course. The course marshals blew whistles to announce the approach of riders or vehicles. Forty supervisors used bullhorns to communicate with the spectators.

All spectator, athlete and venue management facilities were constructed on a temporary basis. Athlete services included an equipment storage area, a 10-foot by 30-foot equipment tent and 60 tents (10-foot by 10-foot) used for team meeting rooms. Showers and toilets were in an 8-foot by 30-foot trailer. Venue management facilities included venue staff offices in a 20-foot by 40-foot tent, an 8-foot by 30-foot trailer and two 10-foot by 10-foot food service stands.

Two motorcycles specially prepared to carry camera equipment and cameramen was used by the host broadcaster for its coverage. There were 12 commentator booths, each measuring 5% feet by 6% feet, installed near the finish line.

Immediately following the conclusion of the women's race, the installation of the awards ceremonies area was completed. Some set-up for the awards ceremonies was completed during the gaps between finishing athletes. However, maintaining control over the start/finish area was difficult, as was completing the ceremonies in order to stage and start the men's road race.

A set of plans which broke the course into 50 detailed segments proved to be the single most useful resource for competition management. It was used by competition management to design the course details, train staff and illustrate to the Architecture/Construction Department exactly what was needed to build an Olympic bicycle racing circuit.



31

The 100-kilometer team time trial drew an estimated 75,000 spectators to the Artesia Freeway on the final day of cycling competition on 5 August.

The 27 teams of four were staged on an on-ramp to the freeway. The start line in the merge lane was the same as and adjacent to the turn-around and finish line.

Twenty-five kilometers of freeway were closed in both directions although only the four eastbound lanes were utilized. Raised reflector/warning dots were removed from the turn-around areas to permit the smoothest possible conditions.

At the conclusion of the event, motorcycles were used to lead the cyclists safely through the corridor extending past the start/finish line.

The team time trial was the single most difficult event to plan and conduct. Because it was important to keep freeway closure time to a minimum, the entire venue was constructed on the day of the race between the hours of 0530 and 0800. Equally fast was the scheduled tear down at the venue from 1210 to 1315. The last piece of equipment was removed from the freeway at 1259; 49 minutes after commencing tear down and 16 minutes before the contractually agreed deadline for clearing of the site and re-opening to public traffic.



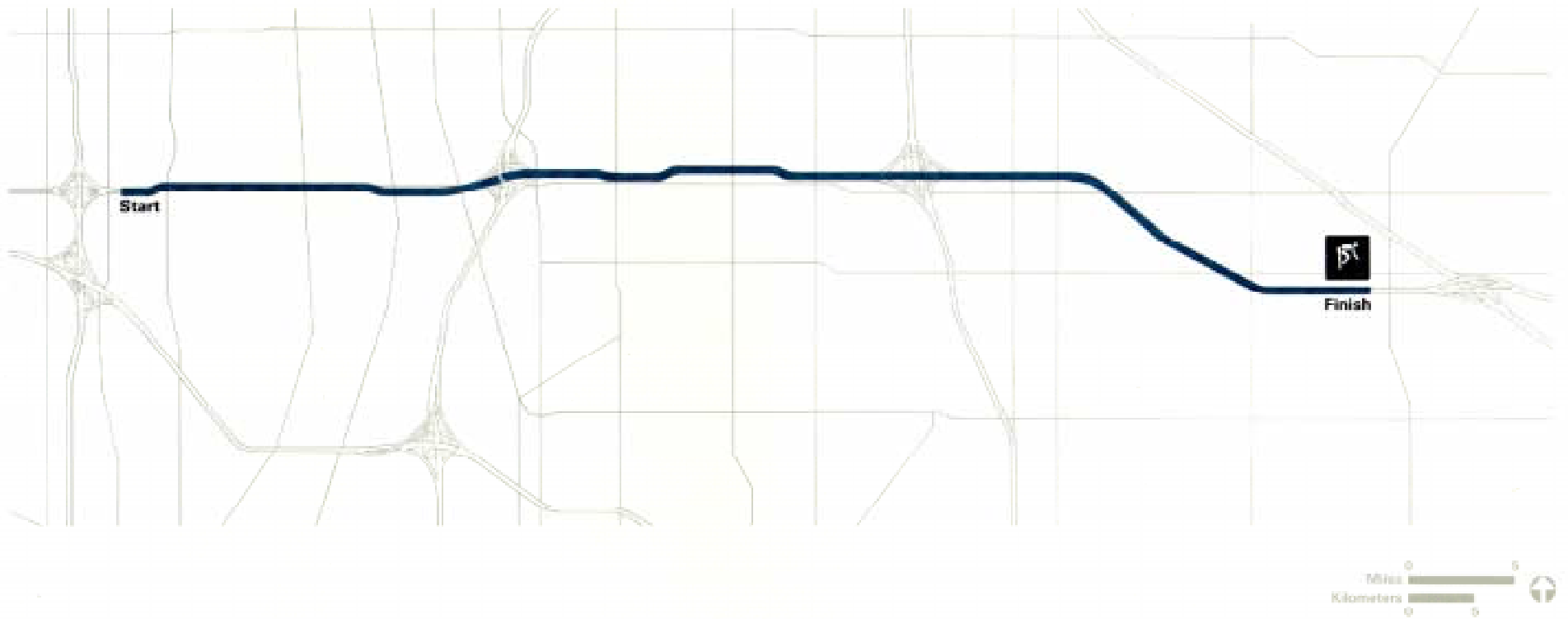
32

31 An entire community turns out to cheer on competitors during the individual road races at Mission Viejo.

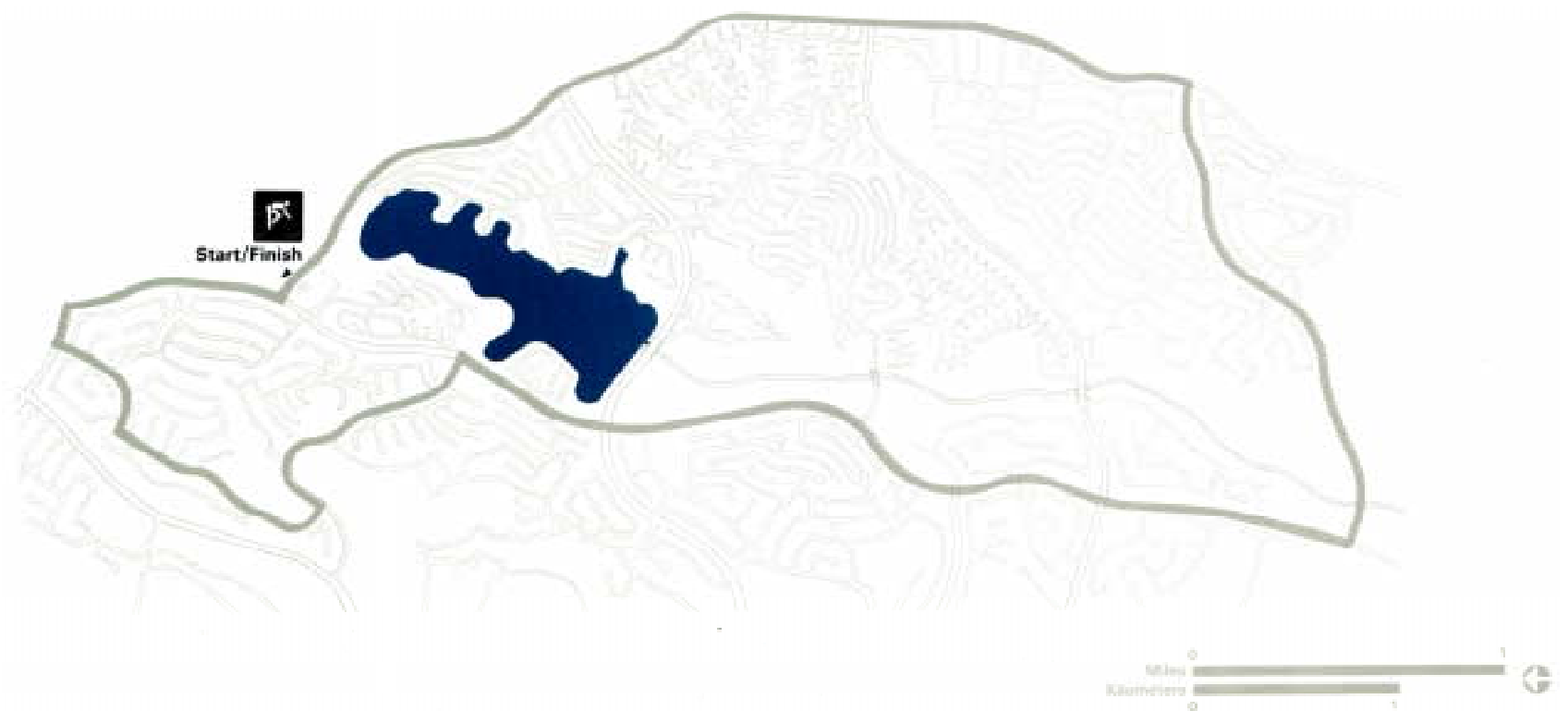
32 Temporary plastic fencing is used along with miles of yellow barrier tape to restrain spectators from the road racing course.

Architecture and Construction

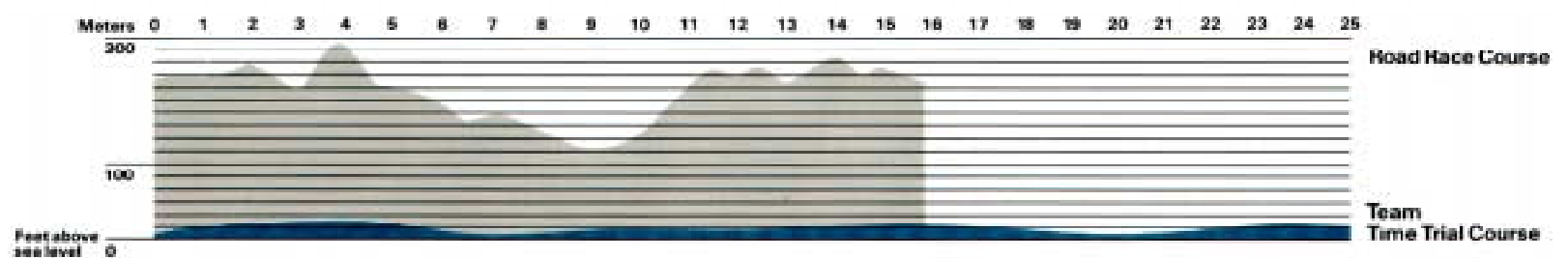
Map of 100 km time trial course utilizing the Artesia (91) Freeway



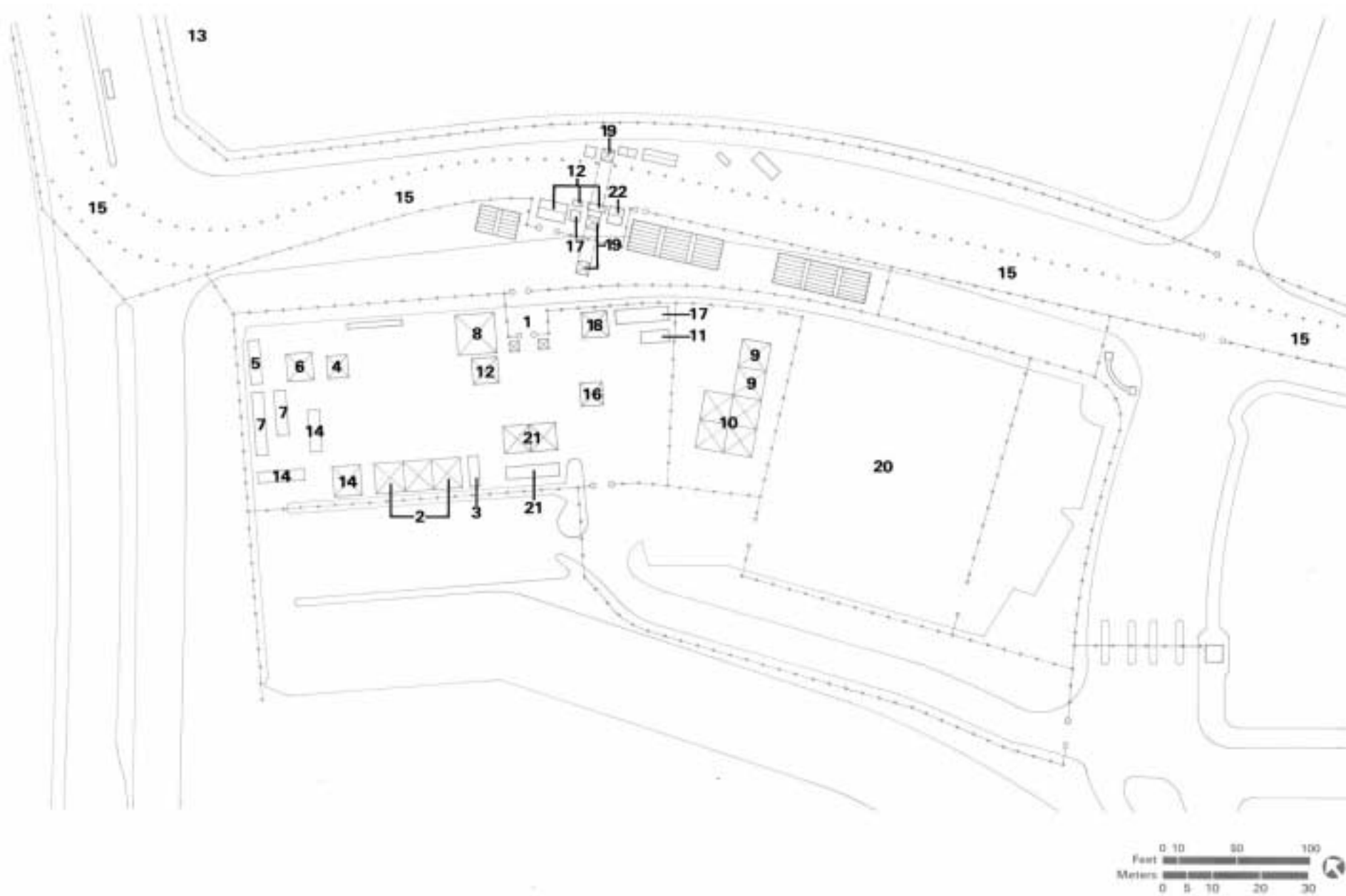
Course of cycling individual and team road races at Mission Viejo



Gradient diagram of road race courses showing distances and elevations above sea level for each course



Plan of cycling road races start and finish lines with adjacent team areas; plan is typical for both the individual road race course and the team time trial course



Architecture and Construction

Cycling: Team Time Trial (100 km)

Introduction	The 25 km course loop was placed on a section of public highway, the Artesia Freeway. The LAOOC took possession from 0530 to 1315 hours on race day to prepare the course and facilities, race and then vacate the premises.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
Staff Entry		Staff check-in point to team areas only. Work area for 2.
Food Service		
Administration		Office for 1 (see Venue Operations).
Eating Area/Lounge	(3)15 x 45 tents	Table and chairs for 50; refreshments, food service shared by all staff, athletes, officials.
Storage/Distribution	8 x 20	Refrigerated truck
Health Service & Medical Control		
Doping Control	8 x 32 trailer	Mobile unit, waiting area for 6 outside, processing area for 2, testing area for 2 inside with handwash and toilet facilities.
sports Medicine	15 x 15 tent	4 examination/taping tables.
Technology		
Staff Offices/Message Center	15 x 15 tent	Staff offices for 3, communications and message receiving center for staff and officials, radio base stations, radio recharging and distribution.
Results	6 x 10 8 x 32 trailer	Results input area. Mobile results output, photocopying and distribution point.
Swiss Timing	6 x 8	Photo finish tower 7 feet high, at finish.
Transportation		
Administration		Office for 2 (see Venue Operations).
Venue Operations		
Venue Staff Offices	10 x 15 trailer	Office for venue management, food service and transportation coordinators.
Public Announcer	6 x 8	Platform for 3.
Seating	300	Seating for officials and Olympic Family only. No public seating available.
Materiel Acquisition & Distribution		
Storage	8 x 20 van	
Press Operations		
Press Seating	100	No filing or work facilities at the venue. All positions without desks.
Lounge	15 x 15 tent	Chairs for 25, 3 tables.
Security		
Command Center	8 x 30 trailer	Office area for 10.
Sports Administration		
Federation Services		
College of Commissaires	12 x 20	Table and chairs for 18 on elevated platform at start/finish.
Protest Desk	2 x 6	Table for 2, near start/finish.
Judges' Platform	6 x 10	Platform for 4, at finish.
Athlete Services		
Equipment Repair	15 x 15 tent	Work bench, air compressor, bike rack.
Competition Management		
Commissioner's Office	8 x 30 trailer	Mobile vehicle for competition manager and commissioner.
Field of Play		
Race Course	100 km	4 laps at 25 kilometers, concrete surface.

Cycling: Road Race

Introduction	The Olympic road race course was located in a residential community on a public roadway in Mission Viejo, California. All spectator and athlete facilities were established on a temporary basis.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Main Entry	10 x 20 tent	Staff check-in, badge issue, storage and distribution point. Work area for 2; entry point for all Olympic Family members.
Food Service		
Administration		Office area for 5 (see Venue Operations).
2 Eating Area/Lounge	20 x 60 tent	Food distribution area, tables and chairs for 40, television; also used as drivers' lounge.
3 Storage	8 x 20 trailer	
Finance		
Audit, Cash Control		Office for 2 (see Venue Operations).
Health Service		
4 Base Station	15 x 15 tent	Radio base station and coordination point for all medical teams, 6 radio operators.
5 Doping Control	8 x 28 trailer	Mobile vehicle, waiting area for 6 outside, processing area for 2 and testing area for 2 inside with toilet and handwash facilities.
Spectator First Aid	(2)20 x 20 tents	Stations located around the course, each with waiting area for 10, television, 2 cots, examination tables, fans, 3 staff.
6 Sports Medicine	20 x 20 tent	4 examination tables, waiting area for 10, refrigerator, work area for 2.
Materiel Acquisition & Distribution		
Administration		Office area for 3 (see Venue Operations).
7 Storage	10 x 45 trailer	
7	8 x 20 truck	
Olympic Family Services		
8 Hosting	30 x 30 tent	Tables and chairs for 24, refrigerator, television, snack and beverage service.
Language Services		Office for 1, waiting area for 13 in press interview area (see Press Operations).
Personnel		
Administration		Responsible for payroll, timekeeping and staff.
Press Operations		
9 Interview Room	20 x 40 tent	48 chairs, elevated platform for 4.
Press Seating	150	All seats without desks.
10 Sub-Center	40 x 40 tent	30 work stations, press staff office and language services waiting area.
Security		
11 Command Center	8 x 32 trailer	Office area for 5.

Sports Administration

Federation Services		
12 College of Commissaires	12 x 20	Table and chairs for 18 on elevated platform at start/finish line.
12 Judges' platform	6 x 10	Elevated platform for 5 at finish line.
Judges'/Officials' Lounge	20 x 20 tent	Rest area for 24, refreshments, television. Used as jury room and officials' check-in point.
Protest Desk	3 x 6	Table and chairs for 3, near start/finish line.
Athlete Services		
13 Equipment Repair	10 x 30 tent	Work area for 20, benches, air compressor, at center of team cabins.
13 Team Cabins	(60)10 x 10 tents	Each tent with 4 chairs, bike rack.
13 Showers/Toilets	8 x 30 trailer	Portable toilets, hand-wash facilities and showers.
Competition Management		
14 Competition Staff	20 x 20 tent	Office area for 8, including commissioner and course marshal.
14	(2)8 x 30 trailers	Supplemental lounge and office facility.
Field of Play		
15 Course	190.2—km-men 79.2—km-women	Course was lined with 10,000 delineators, 4,000 cones, 20 miles yellow barrier tape, dangerous corners padded with foam rubber stuffed into bags.
Technology		
16 Message Center	15 x 15 tent	Communications and message receiving center for staff and officials.
Results	6 x 10	Results input area.
17	8 x 32 trailer	Results output, photocopy and distribution from mobile results unit.
16 Staff Offices	20 x 20 tent	Office area for 3 staff, 6 sponsors/vendors, radio charging and distribution.
19 Swiss Timing	6 x 8 6 x 10	Photo finish tower 7-feet-high at finish line. Timing and scoreboard control table for 3.
Television		
20 Trailer Compound	32 x 36	Telephone and television transmission and production vehicles.
Venue Operations		
21 Venue Staff Offices	20 x 40 tent	Office area for food service, finance, materiel supply, personnel, venue manager and staff.
21	8 x 30 trailer	Supplemental vehicle for lounge for venue management.
Spectator Services		
Food Service	(2)10 x 10	Temporary stand for Olympic Family only.
22 Public Announcer Seating	13 x 11 455	Platform for 8, elevated 10 feet. Seating for Olympic Family; no public stands provided; 250 portable toilets, placed every half-mile on course.

7.03.8

Equestrian

All competition in the equestrian events was held at Santa Anita Park except the speed and endurance portions of the three-day equestrian event which took place at Fairbanks Ranch in San Diego County.

The Santa Anita Park facilities were built in 1934 for the racing of thoroughbred horse races around a 6-furlong dirt track and a turf course set within the dirt track. The Olympic jumping and dressage events required a dirt floored arena setting and did not utilize the existing track or turf course. Thus, the major construction elements at this venue were the creation of a 62-meter by 174-meter arena over the existing tile apron and race tracks and the installation of approximately 23,000 temporary bleacher seats.

The original plans called for the construction of the arena by 12-inch sand fill layers which were edged by rolling the sand in engineering fabric. This detail proved unsatisfactory and the edge detail was altered by the insertion of 2-inch by 12-inch boards which created a vertical wall once the 12-inch layer of sand fill was superimposed on the previous layer. The height of the perimeter wall varied from 12 inches at the south side (over the tile apron in front of the permanent stands) to approximately 5% feet on the north wall (over the turf track).

Temporary bleachers were built to the north, east and west of the arena with space in the west bleachers allocated to competition officials, results, timing control and public address announcers.

A jumping holding ring was built directly adjacent to the west bleachers with tunnel access to the competition arena. Dressage holding rings were built directly adjacent to the east bleachers. It, too, had access to the competition arena through a tunnel in the bleacher structure.

Ten schooling areas for dressage were created by fencing specific parts of the dirt track and grass infield. An area for demonstration horses was set up on the northeast corner of the infield. It had a schooling area for jumping on the northwest corner.

Thirty 10-foot by 10-foot tents were built for training and holding areas, primarily in the schooling areas around the venue. Two athlete compound areas were created using three 10-foot by 10-foot tents placed next to the reserve stable facilities in the northwest corner of the venue. One tent was built in the south corner of the competition arena for the competition results staff. A 20-foot by 20-foot tented drivers' lounge was created in the horse trailer parking area.



33

Immediately prior to the opening of competition at the venue, three shade structures were built for first aid in the north and east bleacher areas. Venue management, competition management and concessions were all placed in existing buildings. No modifications were done to the facilities for these operations.

Look items were limited to the temporary seating facilities and the permanent grandstand overhang so as to not conflict with the existing appearance of Santa Anita Park.

The take-down period for the venue was short. The temporary grandstands were removed, followed by the sand and edging of competition arena. The area of the turf track which had been under the arena was resodded, though only minimal damage was sustained.

At Fairbanks Ranch, the construction of the cross country course on an existing golf course was substantial and time consuming. The major construction was done by four highly skilled course builders. These course builders constructed 35 jumping obstacles and grading necessary for the event.

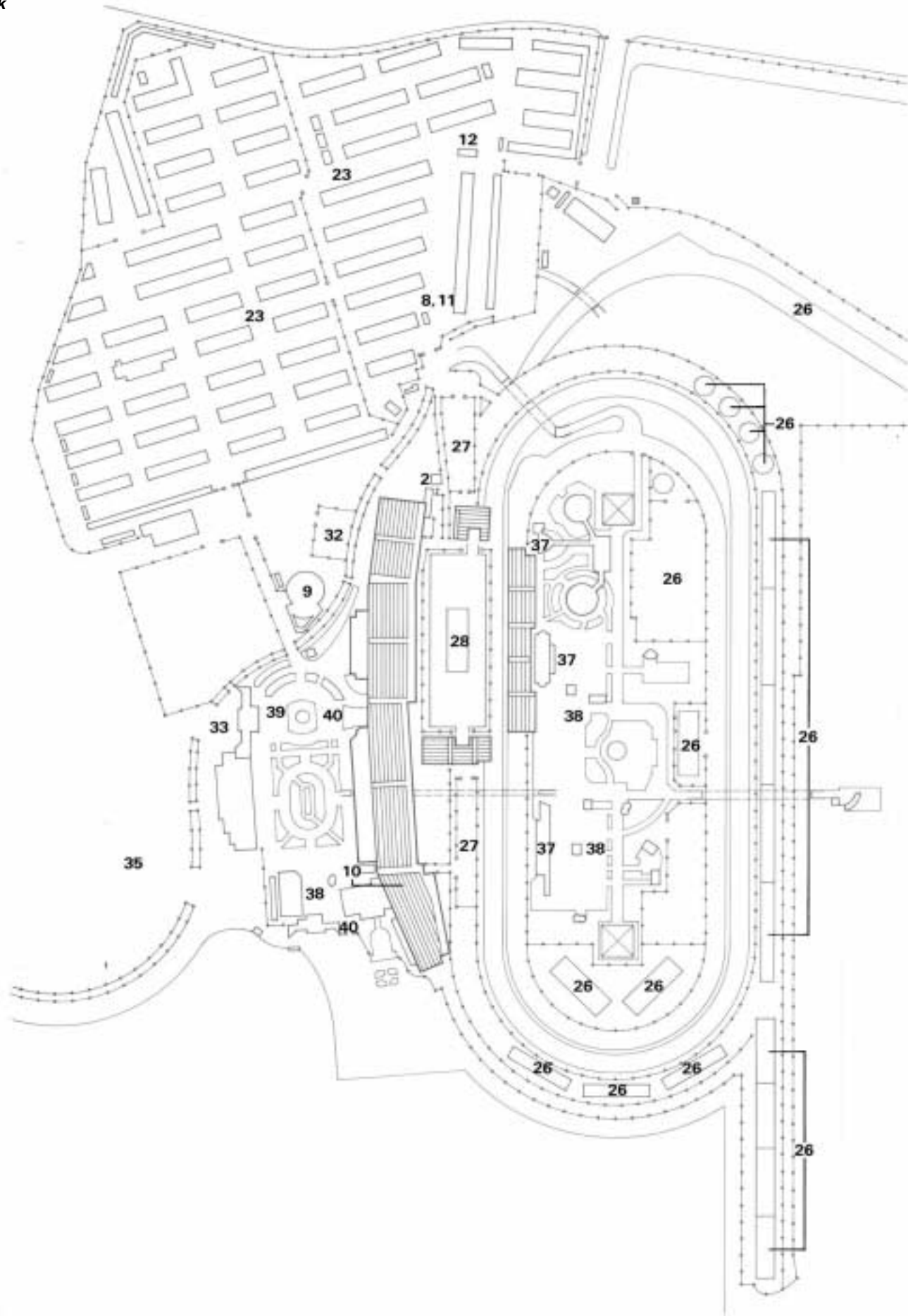
The preparation of the roads and tracks portion of the speed and endurance course, as well as the parking lots, took a considerable amount of time and money, but were structurally fairly simple.

The stable area consisted of a completely fenced-in area with 100 horse stalls. Additional venue and competition management areas were established using fencing and tent structures. Due to the brevity of the event, efforts were made to limit the scope of the temporary facilities built. The clubhouse of the golf course on which the competition took place was used to house the commissioner and federation offices, in addition to a VIP hosting area. Groom and athlete shower rooms were available in the existing tennis clubhouse facilities.

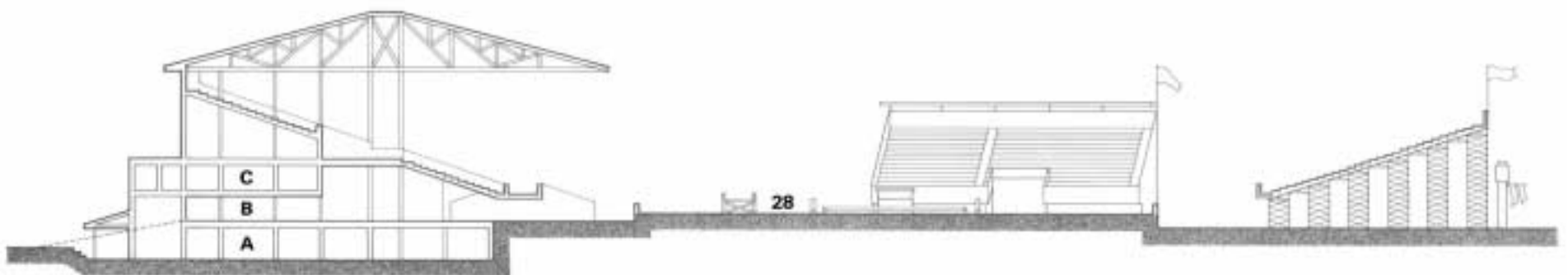
33 Santa Anita Park provides an excellent setting for the equestrian competitions, including temporary grandstands, excellent spectator facilities and a complete equine hospital

Architecture and Construction

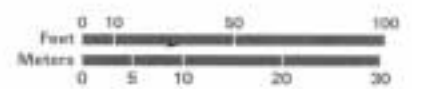
Site plan of equestrian events at Santa Anita Park



Enlarged section through equestrian dressage/jumping arena (looking west)



- A = Ground level: 1-3, 7, 10, 13, 16, 20, 21, 24, 25, 29, 31, 33, 34, 36
- B = Main level: 4-6, 22, 37, 38
- C = Mezzanine level: 14, 15, 17-19, 30, 31, 37, 38

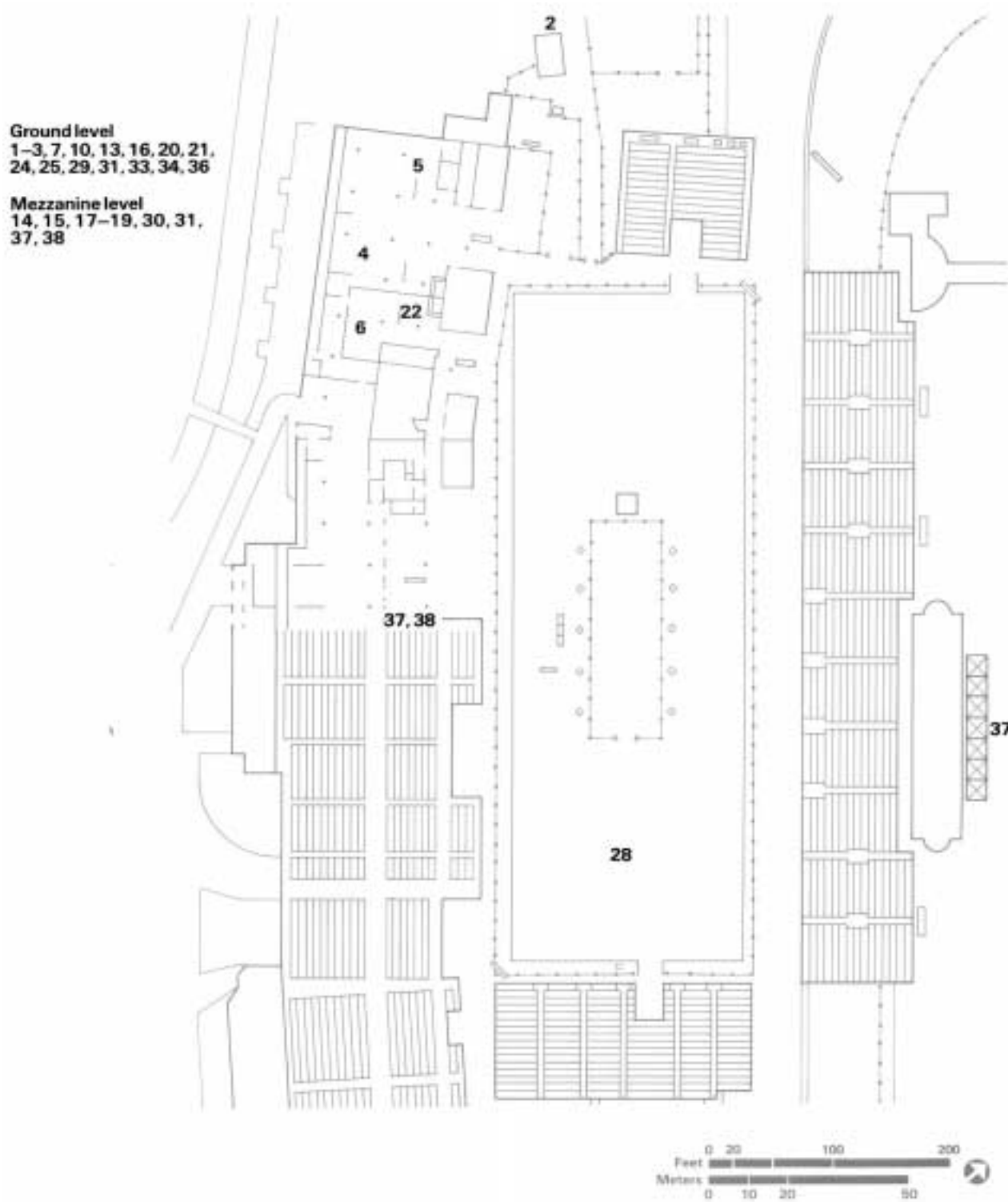




34

**Plan of dressage/jumping field of play
with seating cut away to show
support areas**

34 The San Gabriel Mountains provide an
impressive backdrop for the equestrian
competition at Santa Anita Park.



Architecture and Construction

Equestrian: Santa Anita Park

Department/ Function	Space Use (in feet unless noted)	Notes
Introduction		
Equestrian competition in dressage and jumping was conducted at Santa Anita Park, with existing facilities for horse racing and stabling. The jumping and dressage portions of the three-day event were also conducted at Santa Anita. Per contract with the LAOOC the event and the site were supervised by the Los Angeles Turf Club (LATC) the existing management group.		
Accreditation		
1 Administration	(2)14 x 16	Offices for 1 each.
2 Staff Entry	10 x 10	Staff entry and check-in point. Work area for 1.
Food Service		
3 Administration	10 x 12	Office for 1.
4 Athlete Dining	60 x 78	Seating for 200.
5 Eating Area/ Lounge	42 x 52	35 lounge chairs, tables and chairs for 52.
6 FEI Officials Dining	32 x 48	Dining room for 48.
Finance		
7 Audit, Cash Control	18 x 22	Office for 2.
	(3)14 x 16	Office for finance, accountants.
	(2)14 x 16	Payroll office.
Health Service & Medical Control		
8 Doping Control- Athletes	10 x 45	Waiting area for 16; testing area with toilet and handwash facilities; work area for 6.
9 Doping Control- Veterinary	4000 square feet	Existing doping facility for equine testing with 25 stalls and a laboratory.
10 Spectator First Aid	18 x 28	First aid room with 6 beds.
10	16 x 18	Waiting room for 10.
10	12 x 12	Private doctor's office.
10	(3)20 x 20 tents	Observation area for 15 each.
11 Sports Medicine	12 x 60 trailer	Waiting area for 8; treatment area for 4; 100 square foot storage.
12 Veterinary Hospital	50 x 100	Complete equine hospital with animal hoist, operating room, laboratory and treatment room.
Material Acquisition & Distribution		
13 Administration	12 x 14	Office for 2.
Olympic Family Services		
Administration		Office for 1(see Technology).
14 Hosting	15,000 square feet	Existing clubhouse for hundreds of guests. Complete food and beverage service.
15 Language Services	18 x 18	Waiting area for 20.

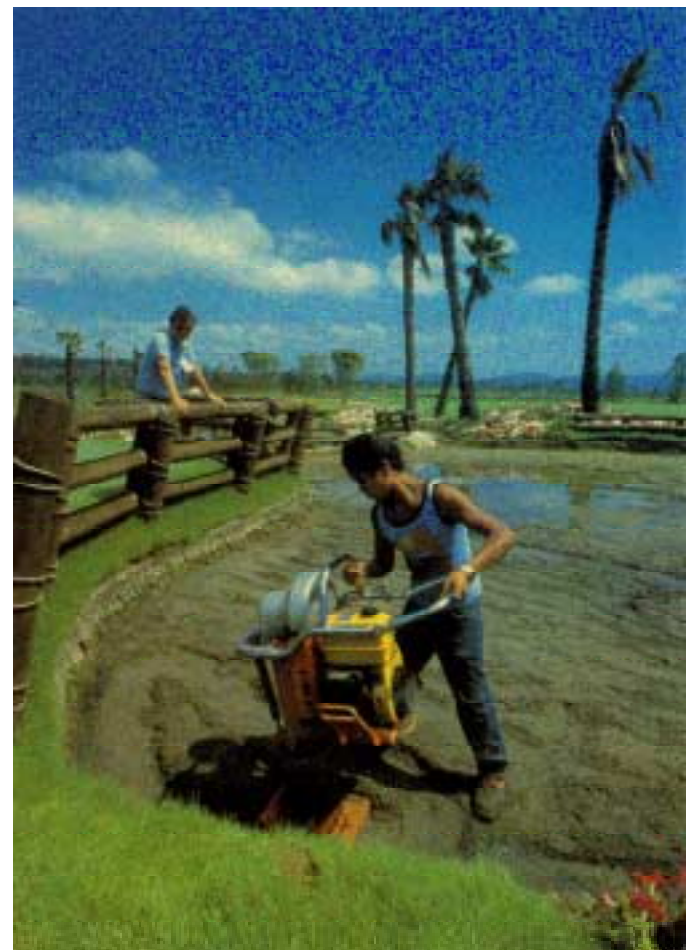
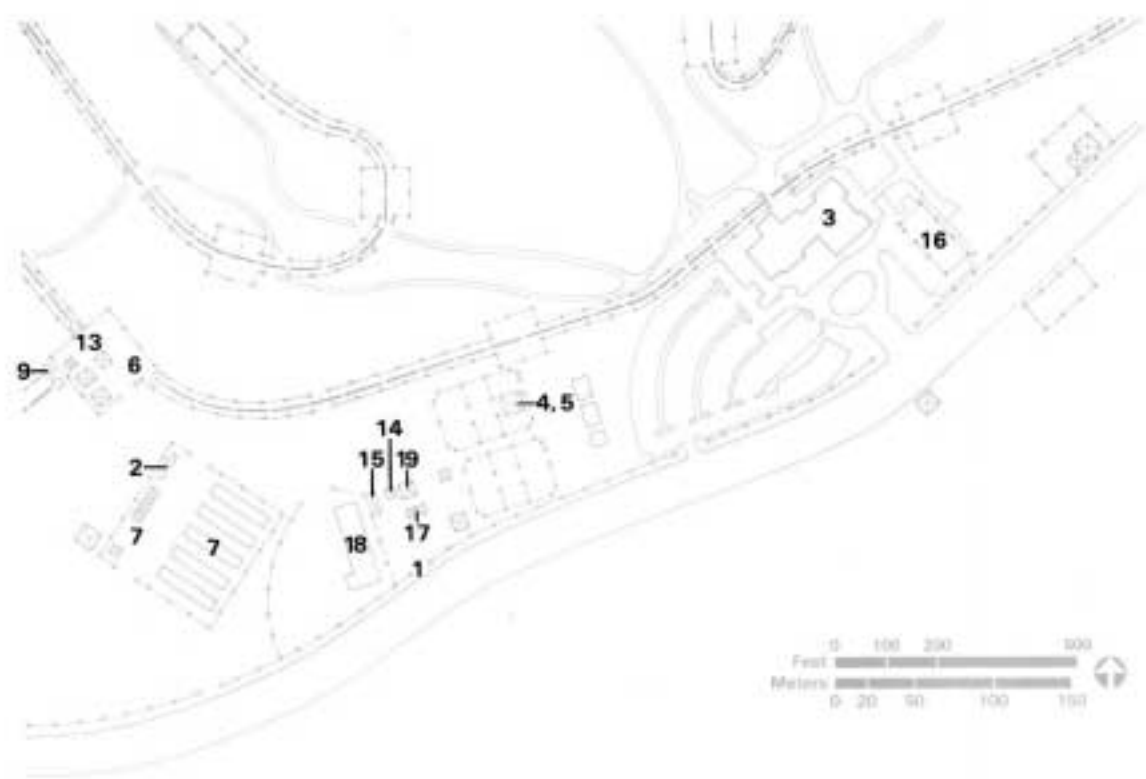
Personnel		
16 Administration	17 x 23	Responsible for time-keeping and staff scheduling.
Press Operations		
17 Interview Room	36 x 37	Seating for 50.
Press Seating	234	156 positions with desk, 78 without desk.
18 Staff Offices	10 x 17 8 x 10	Office for press chief. Office for assistant press chief.
19 Sub-Center	40 x 90	50 working places.
Security		
20 Command Center	16 x 32	Work space for 20.
Sports Administration		
Federation Services		
21 FEI Offices	20 x 22	Office for FEI President and Secretary-General.
21	14 x 17	Office for 5 of jumping jury.
21	14 x 17	Office for 6 of three day event jury.
21	14 x 34	Office for 3 of dressage jury.
21	19 x 20	Office for Veterinary Commission.
21	12 x 24	Office for 19 of appeals jury.
22 Judges'/Offi- cials' Lounge	18 x 30	Lounge for 22.
Athlete Services		
23 Athlete Compound	1800 x 2400	Area with 781 stalls, 109 tack rooms, 50 feed sheds, fenced quarantine area with 126 stalls, 125 grooms' rooms each 12 x 12 (sleeping quarters), and athlete message receiving center. Each room for the grooms had: 2 beds, 2 chairs, dresser, closet, table, lamp, fan, rug.
23 Equipment Storage	(40)12 x 12	1 tack room for each team.
23 Farriers	20 x 20 tent	Work facilities.
23 Information/ Check-In	15 x 15 tent	Information board, 40 individual team mail boxes, work area for 4.
23 Lounge	44 x 54	Comfortable seating for 117.
23 Meeting Room	32 x 72	Seating for 108.
23 Weigh-in	12 x 12	One official scale.
Competition Management		
24 Commission- er's Office	18 x 24	Office for commissioner and sports manager.
25 Competition Staff	12 x 16	Office for competition director.
25	10 x 10	Office for assistant competition director.
26 Training Areas	(7)70 x 200	Sand arena for schooling in dressage.
26	500 x 1000	Area for cross country training.
26	225 x 425	Grass arena for lungeing.
26	60 x 300	Sand area for lungeing.
26	(5)50 x 300	Sand base arena for schooling in jumping.
26	(3)70 x 200	Grass arena for schooling in dressage.

Field of Play		
27 Holding Rings	100 x 300	Holding area for jumping
27	64 x 400	Dressage holding ring.
28 Jumping Arena	205 x 570	64 x 200 dressage arena contained within jumping arena. Awards platform and flags placed here for ceremonies.
Technology		
29 Message Center	18 x 18	Communications and message receiving center for staff and officials.
30 Results	13 x 18	Results output area, staff offices for 3.
30	14 x 52	Results photocopy and distribution. Radio charging and distribution. Waiting area for 8.
31 Staff Offices	16 x 17	Office for 2 staff; shared with protocol manager.
31	11 x 12	Sponsor/vendor work area for 6.
Television		
32 Trailer Compound	80 x 140	Telephone and television production and transmission vehicles.
Ticketing		
33 Administration	8 x 17	Office for 1.
33 Information	10 x 20	Existing ticket information.
Transportation		
34 Administration	13 x 16	Office for 1
35 Driver Lounge	20 x 20 tent	Waiting area for 20.
Venue Operations		
36 Venue Staff Offices	(3)17 x 17	Offices for venue manager, assistant venue manager and security manager.
	(2)11 x 12	Offices for secretary/support.
Spectator Services		
37 Food Service		More than 50 existing service lines at various locations in the venue.
38 Novelty Stands	(7) 10 x 10 10 x 45 trailer	Novelty sales points Storage
39 Post Office	22 x 26 trailer	Sales and service point for U.S. Postal Service.
Program Stands	(10)2 x 4	Portable sales points for programs.
40 Public Information	(2)10 x 10 tents	General and public information.
Public Seating	33,500	

Site plan of equestrian courses of the endurance portion of the three-day event at Fairbanks Ranch



Detail plan of support facilities at Fairbanks Ranch



35

35 Innovative jump designs are present throughout the endurance course at Fairbanks Ranch.

Architecture and Construction

Equestrian-Fairbanks Ranch

Introduction Fairbanks Ranch was the site of the equestrian endurance test for the three-day event. The cross-country portion was laid out over 4.5 miles of a newly constructed golf course with a total of 33 jumps. The steeplechase portion was laid out over 2.5 miles of the same golf course while 13 miles of two portions of the roads and tracks were laid out over areas around the course and in the immediate vicinity. Venue and competition management facilities for the one day of competition were established in tents. The athletes' compound and animal facilities were also constructed on a temporary basis utilizing tents.

Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff Entry	20 x 30 tent	Staff entry, badge issue, storage and distribution point. Work area for 15.
1	15 x 15 tent	Supplementary staff check-in and entry. Work area for 15.

Food Service
Staff members were issued a coupon to acquire food at spectator food service stands.

Finance
Audit, Cash Control Office for 4 (see Venue Management).

Health Service & Medical Control
Doping Control 8 x 28 trailer Waiting area for 6 outside, processing area for 2 and testing area for 2 with toilet and handwash facilities.

Equine Medicine
5 veterinary services vehicles located around course with complete treatment equipment. 3 vehicles and 2 equine ambulances in stable area. The five vet stations were in same location with athlete and spectator first aid facilities.

Spectator First Aid (5)20 x 20 tents 10 chairs, refrigerator, television, examination table, 2 folding cots.

2 Sports Medicine 12 x 60 trailer Waiting area for 10, television, treatment area with 2 tables, refrigerator, handwash facilities.

(5)20 x 20 tents Medical stations located around the course each with 5 chairs, 2 cots, 2 stretchers, ice chest.

Materiel Acquisition & Distribution
Administration Operations and administration area for 17 staff (see Venue Operations).

Storage (2)8 x 40 trailers

Olympic Family Services
3 Hosting 1,000 square feet Administration hosting area for 50, television, refrigerator in existing clubhouse.

Personnel
Administration Responsible for payroll timekeeping and staff scheduling (see Venue Management).

Press Operations
4 Interview Room 20 x 20 tent Seating for 20.
5 Sub-Center 40 x 40 tent 20 working places, staff offices for 4.

Security
Command 8 x 32 trailer Administration area for 5. Outdoor briefing area for 100 staff.

Sports Administration
Federation Services

6 Judges'/Officials' Lounge 20 x 20 Lounge for 15. Served also as jury room.

6 Scorers' Area 10 x 10 tent Table and chairs for 6.

Athlete Services

7 Farriers 10 x 10 tent
7 Grooms/Vets (20)12 x 12 Lodging area in stables with 75 beds, 150 chairs. 1 groom per horse.

7 Information/Check-In 20 x 20 tent Athlete information and message receiving. 60 individual mail boxes.

7 Lounge (4)20 x 20 tents Chairs for 20, soft drink dispensers in athlete compound.

7 Stables (80)12 x 12 Included 40 washing mats, 80 hay nets, 60 water dispensers.

7 For stable manager.

7 Living quarters for stable manager.

7 Storage (20)15 x 15 tents Feed and equipment storage each with lockable storage cabinet.

7 Team Meeting Room 20 x 20 tent Tables and chairs for 36.

7 Weigh-In 10 x 10 tent 3 scales.

Competition Management

Commissioner's Office Office for 1 (see Venue Management).

Competition Staff Office area for 5 (see Venue Management).

Field of Play

8 Exercise/Warm-up Area 500 x 700 Obstacles and Jumps/Course 33 jumps on and obstacles over 4.5 mile cross-country course, 8 chairs at each jump for judges. 60 water coolers for staff.

9 Start of Course Course A.

10 Start of Course Course B.

11 Start of Course Course C.

12 Start of Course Course D.

13 Vet Box 1,000 square feet Officials' box at race start point includes: farrier, 3 veterinarians, oxygen, ice, restrooms, timers, shade, first aid, beverages, scales.

Technology
4 Message Center 10 x 10 tent Communications and message receiving center for staff and officials.

Results 3 x 18 Result input table for 6.

5 8 x 32 trailer Result output, photocopying and distribution.

Scoreboard (2)10 x 30 Manual boards.

Television
16 Trailer Compound 60 x 200 Television and telephone transmission and production vehicles.

Ticketing
Information 10 x 10 tent Ticket sales and will call area.

Transportation
Administration Office for 3 (see Venue Management).

17 Driver's Lounge 30 x 30 tent Lounge for 100, television, refreshments.

Venue Operations
18 Construction 60 x 75 Office for 3 for course builders and obstacle repair crew.

8 x 40 trailer Storage.

19 Venue Staff Offices 40 x 40 tent Office area for all competition and venue operation functions.

2,200 square feet Office for 10 during course set up and after event dismantling.

Spectator Services

Food Service (24)10 x 10 Food sales point for spectators.

(8)8-foot 60 picnic tables for spectators.

(3)8 x 40 trailers Storage.

Novelty Stands (8)10 x 10 tents Novelty sales point.

8 x 40 trailer Storage.

Program Stands (12)2 x 4 Portable sales points for programs.

Public Information (2)10 x 10 tents General spectator information.

Public Seating 50,000 Standing room only, no bleachers.



**7.03.9
Fencing and Volleyball**

The Long Beach Convention and Entertainment Center hosted the Olympic competitions of fencing and volleyball. This complex consists of three facilities: the Arena, the Exhibition Hall and the Terrace Theater. The Arena, built in 1962, was used for the volleyball competition while the Exhibition Hall, built in 1977, and the theater were used for fencing. In addition, there were two volleyball warm-up and training courts in the Exhibition Hall and the lower portion of the theater was used for venue management and press support facilities. All three of the facilities were fully utilized with the exception of the existing facilities' management offices.

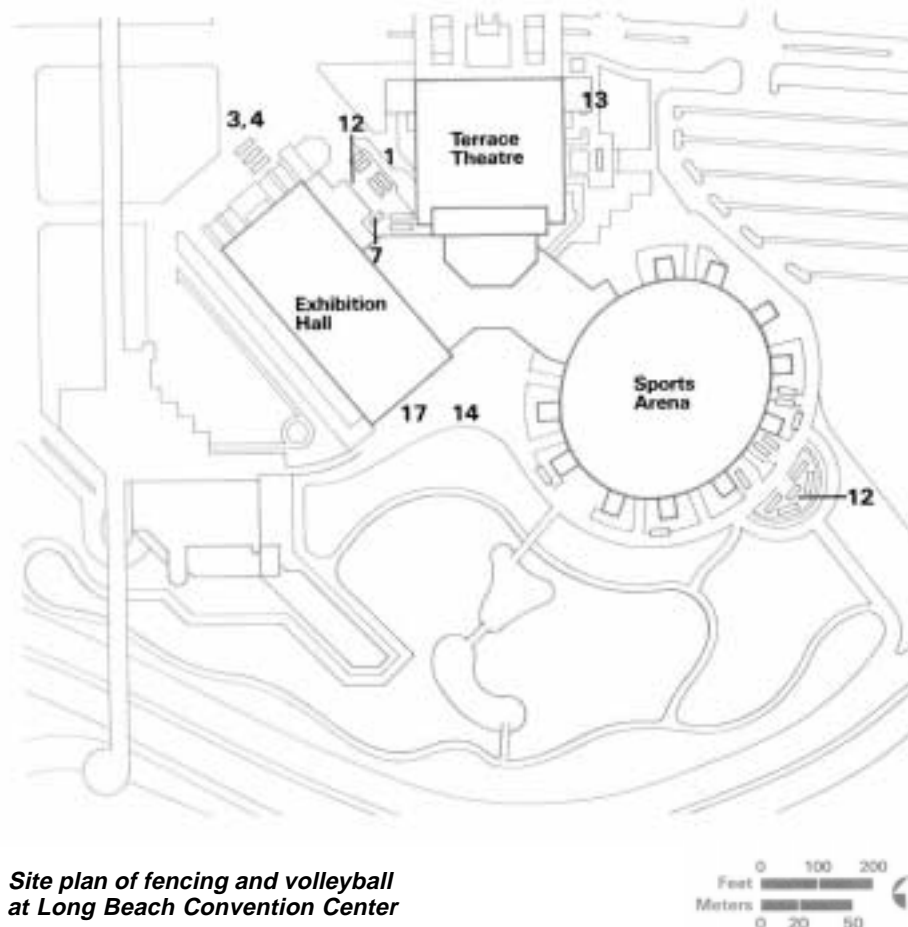
This venue was unique in that two sports, requiring quite different support facilities, shared almost everything except the field of play and athlete support areas. This created a delicate balancing act for construction and venue management when they received requests from one sport that affected the facilities of the other sport.

Construction and modification at the Arena was simple because it was used as a volleyball arena on a regular basis prior to the Games. The synthetic flooring was laid over the existing concrete flooring. Steel supports in the flooring were installed to support the high tension standards. Spectator seats, restrooms and concessions all existed and required no changes although temporary novelty tents were added around the concourse level. Facility modifications entailed temporary modifications by subdividing the existing athlete locker rooms, other support areas and the competition staff's work area. There was no need to modify lighting or the scoreboard since both had recently been installed by the venue's owner.

The volleyball warm-up court was a more difficult issue to resolve. There was no existing court adjacent to the one used for competition, so two temporary courts were created. The original plan called for the placement of the warm-up court in a tent outside the Arena, which would have required the installation of a concrete slab, air-conditioning and a large clear-span tent structure. The estimated cost of this construction was enormous.

36

36 The Long Beach Convention and Exhibition Center facility provides three venues for Olympic use, including two for fencing and one for volleyball.



**Site plan of fencing and volleyball
at Long Beach Convention Center**

Architecture and Construction

Additional security problems would have been created and needed car parking spaces would have been lost. The revised plan placed the two warm-up courts in a corner of the Exhibition Hall. Although the fencing competition staff disagreed with this placement, the plan was approved and construction proceeded smoothly. The warm-up area required the construction of a wall, 100 feet long and 25 feet high. The wall was erected as a sound barrier so as to minimize interference with fencers either training or competing in adjoining parts of the Exhibition Hall. It was quite effective but not totally soundproof; this generated some complaints from the FIE. The ceiling was protected with light and sprinkler guards. Overall, minimal problems arose from the court placement during the fencing competition.

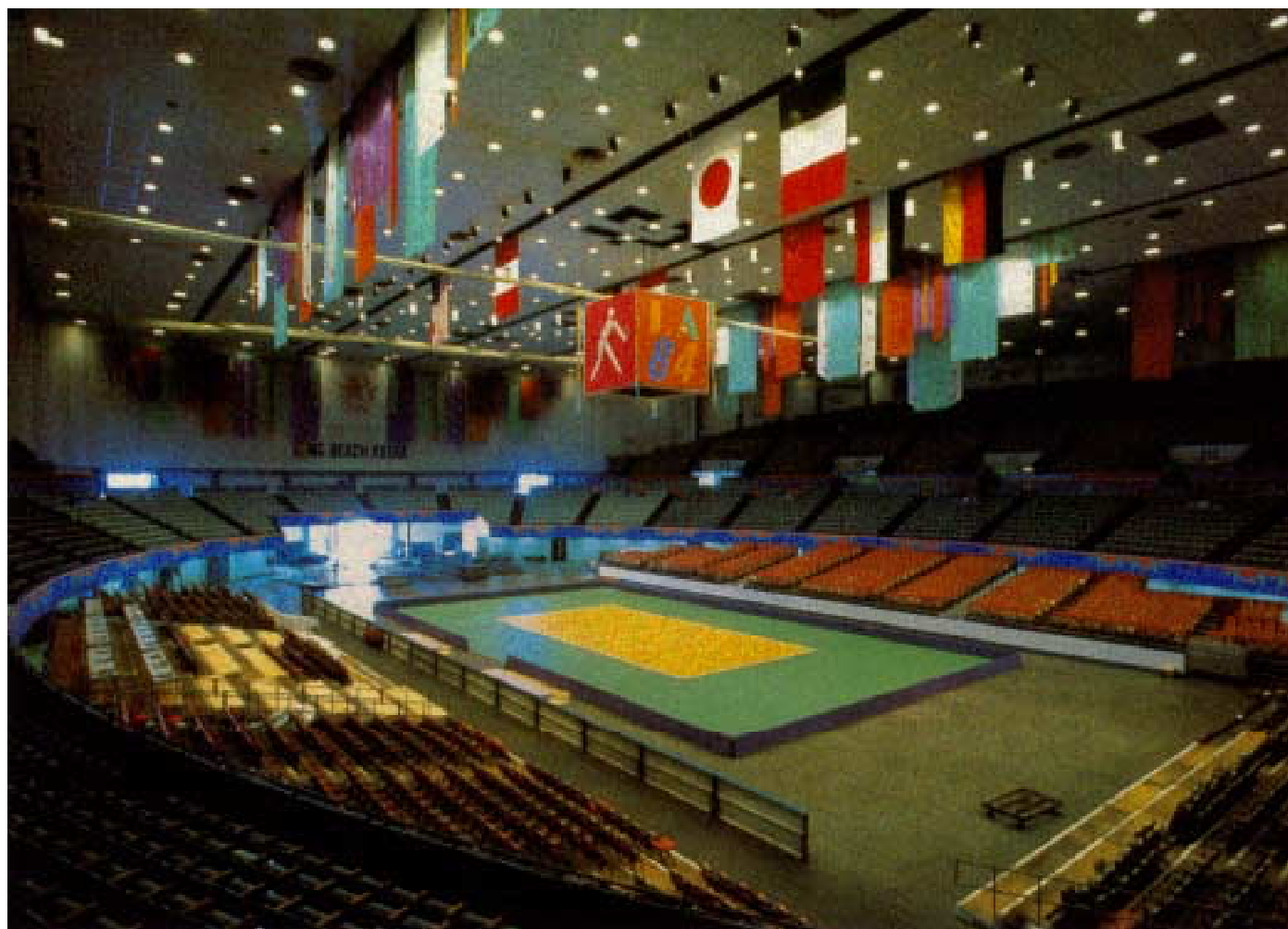
Construction for competition staff and athlete areas (locker and training rooms) entailed the subdivision of existing areas. Competition staffs were placed in existing storage areas with lighting and ventilation added to make four separate, private rooms.

Fencing preliminaries were held in the Exhibition Hall and the finals in the Terrace Theater. Neither of these facilities were designed or used for sports prior to the Games. As a result of this, support facilities for the athletes were non-existent in the Exhibition Hall and were adapted from performer dressing facilities in the theater building. Compounding this problem was the fact that fencing is both an individual and a team sport which brought in a great many athletes who needed to be on-site for several bouts a day over an 8—10 hour period.

With the preliminary elimination rounds to be held in the Exhibition Hall, temporary bleachers for 2,500 spectators were put at opposite sides of the 16 competition pistes. An adjacent storage corridor was partitioned to provide technical services, equipment repair, sports medicine and athlete lounges. Lockers and showers were provided in two 32-foot self-contained trailers. These trailers were plumbed into a fire line adjacent to a nearby hotel. Existing concessionaires served the spectators.

Adjacent to the field of play, but behind the temporary bleachers, were 15 practice pistes. These pistes were separated from the volleyball warm-up court by an existing wall and a temporary partition.

Support and federation offices were housed in existing offices on the mezzanine level overlooking the floor of the Exhibition Hall.



37



38

The finals of the fencing competition were held each evening in the Terrace Theater—an unlikely setting since the theater was used for hosting operatic, symphonic and dramatic performances. One piste was situated on the performance stage highlighted against a black backdrop. An elevated competition platform for 50 technical officials was built on the stage behind the piste running across the stage. This platform was built from modular scaffolding, rather than wood. Original lighting in both the Exhibition Hall and the Terrace Theater was supplemented to meet the fencing federation and television standards.

Since the venues shared parking, scheduling of the events was critical. Entrance to both venues was through a common lobby area but once inside this area the spectators entered the appropriate venue through turnstiles. Each venue had concession stands within its own defined area, but shared concession service in the common area. A public restaurant was also open in this area during competition hours.

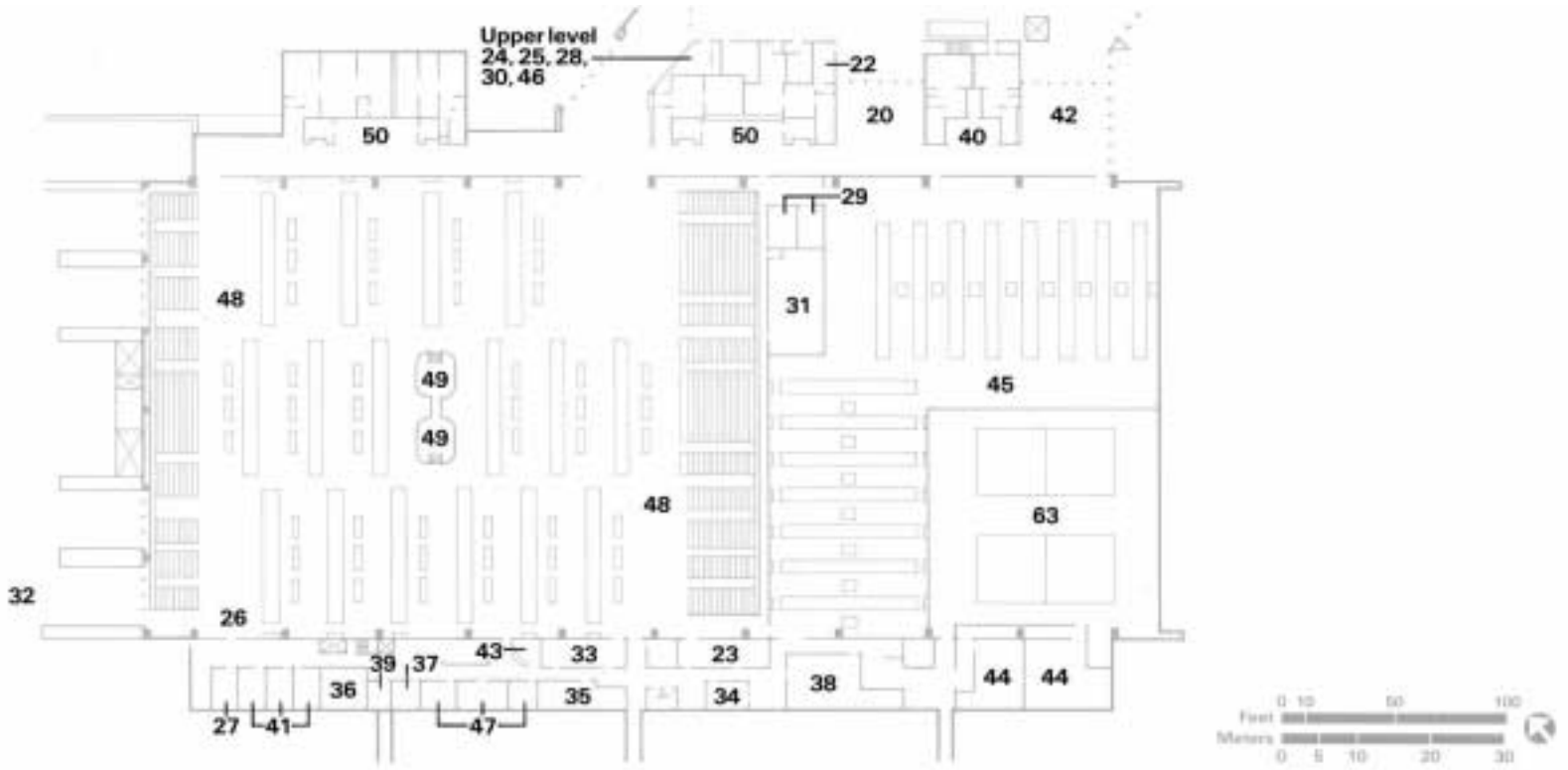
Most support operations were shared by the two venues and housed in the existing meeting rooms under the Terrace Theater. Although this consolidated people and space, circulation became a problem at times.

All construction at both venues was temporary and installed in a five-day period. Tear down was also carried out in an expedient manner. The end result demonstrated the success of a multi-sport effort within a single complex through close coordination and cooperation. Both sports ran smoothly and spectators were treated to excellent competition in venues that were as well-equipped as any other which hosted only a single sport.

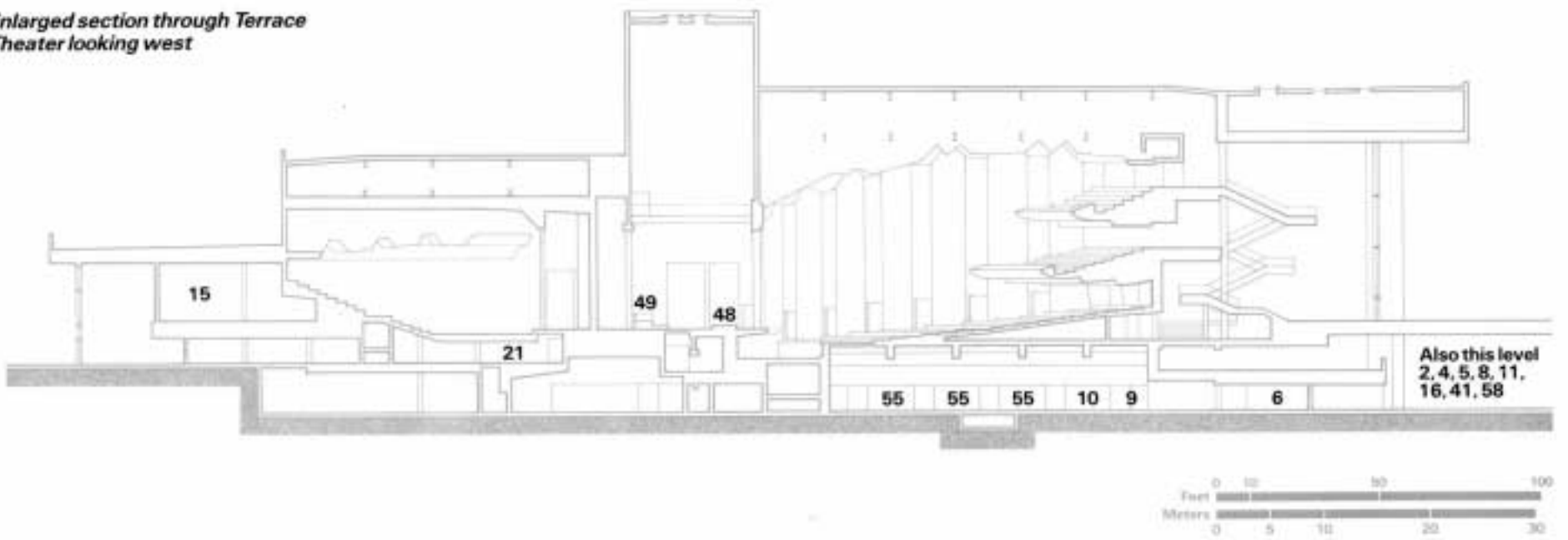
37 The Long Beach Arena is dressed in Look colors for the volleyball competition. Tables for press seating are arranged at the left.

38 The Long Beach Convention Center's exhibition hall provides the venue for preliminary fencing competitions, with 16 pistes available to competitors.

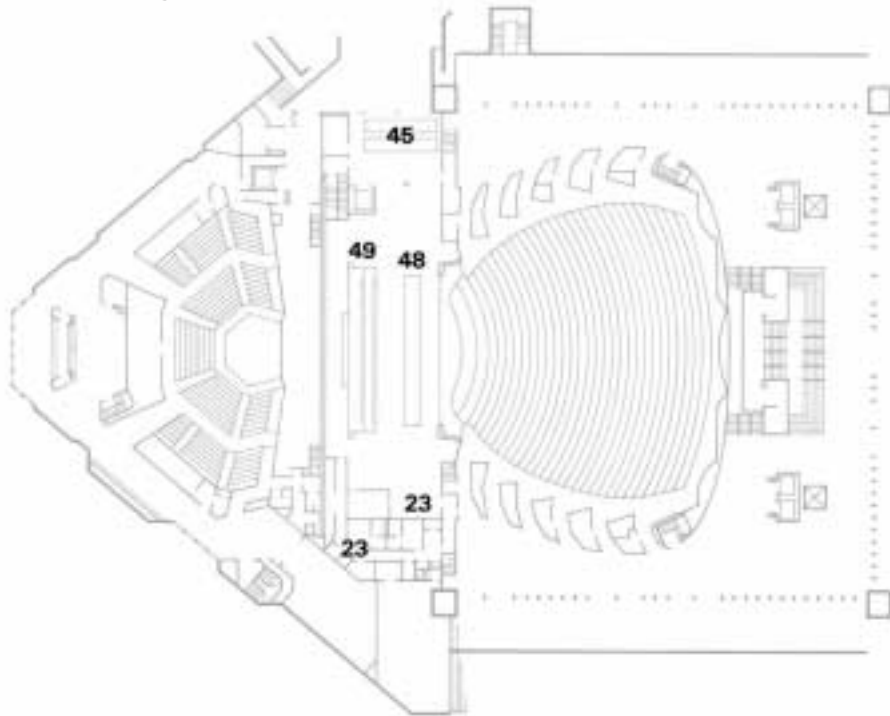
Plan of training and qualifying facilities for volleyball and fencing at Exhibition Hall of Long Beach Convention Center



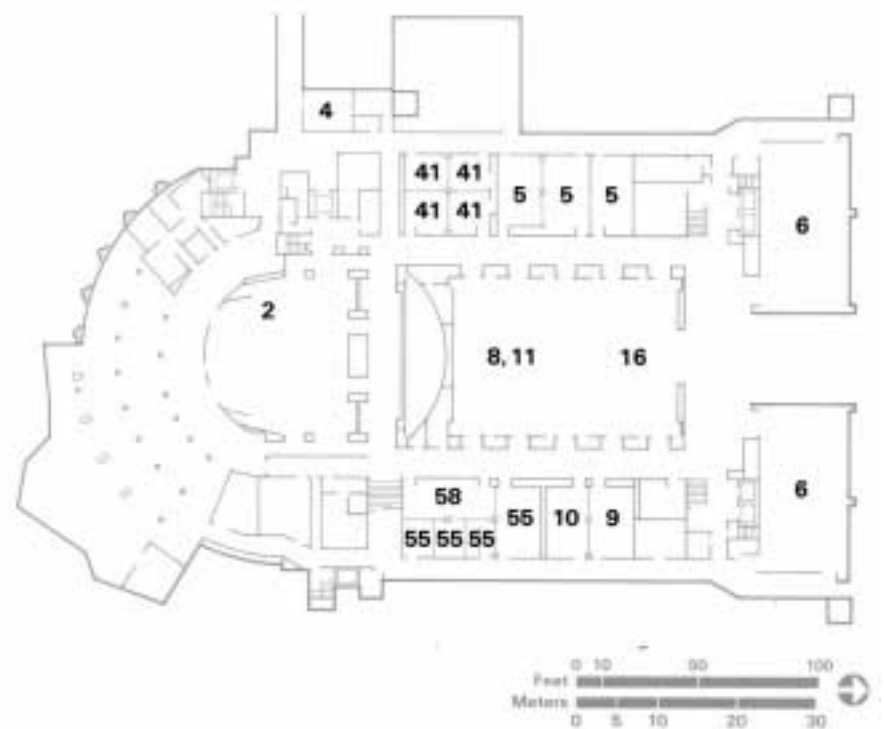
Enlarged section through Terrace Theater looking west



Plan of fencing finals at the Terrace Theater of Long Beach Convention Center

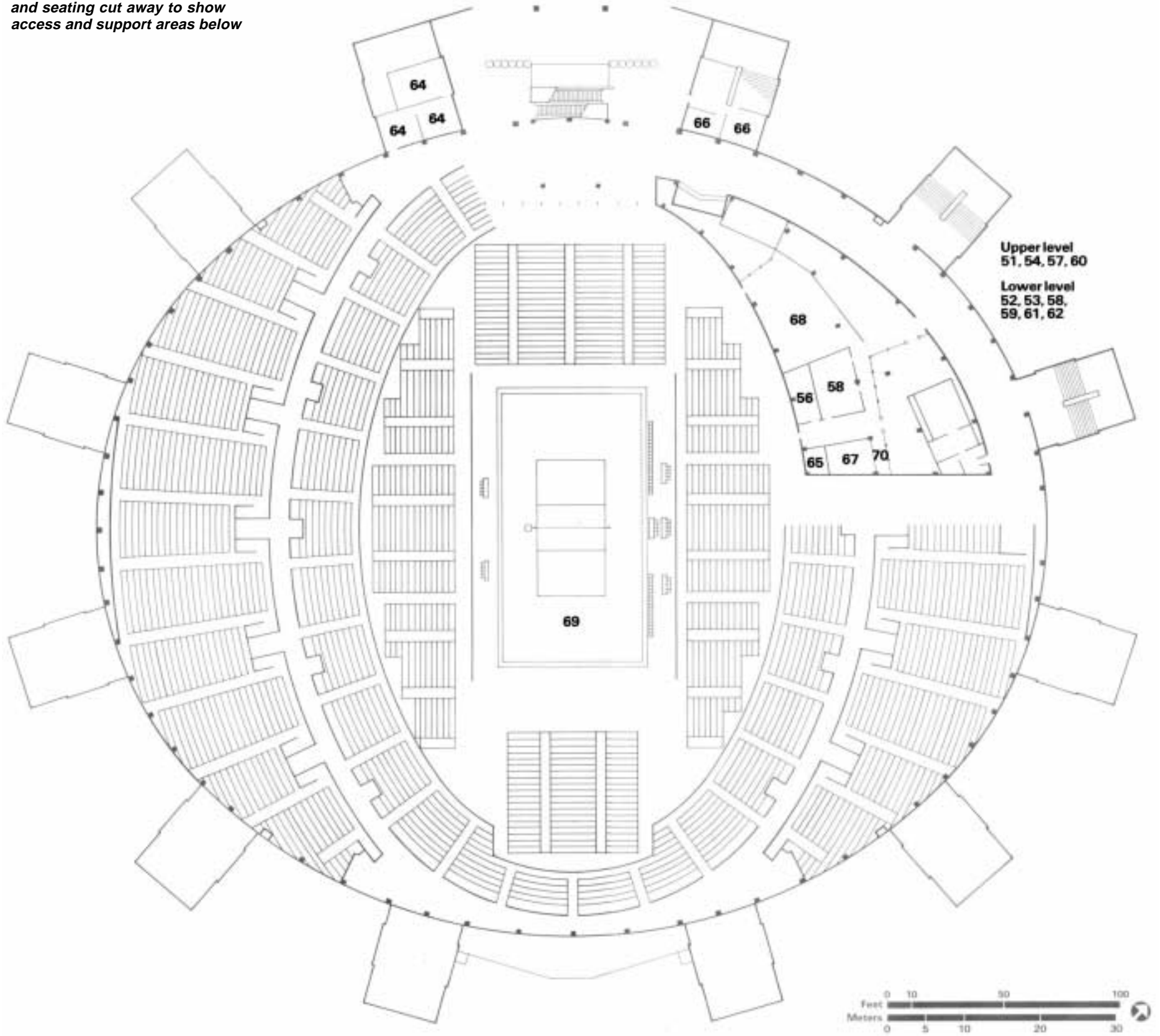


Plan of fencing support areas below theatre



Architecture and Construction

Plan of volleyball arena at Long Beach Convention Center with roof removed and seating cut away to show access and support areas below



Fencing and Volleyball (shared services and facilities)

Introduction/shared services Competition in volleyball and fencing were held in the Long Beach Convention Center which included an exhibition hall for fencing preliminaries and volleyball warm up, a sports arena for volleyball competition, a theatre for fencing finals, and meeting rooms and convention areas under the theatre for venue staff and volleyball federation offices. All facilities were indoor. Venue operations and venue staff were shared by the two sports. Three charts are presented to describe the activities at the Long Beach Convention Center. The following chart describes the facilities and services that were shared by volleyball and fencing.

Facility Location Code (see site map)
 EH = Exhibit Hall—Fencing Preliminaries
 SA = Sports Arena—Volleyball
 TH = Terrace Theatre—Fencing Finals
 PA = Public Areas—Common to both sport facilities
 CA = Convention Area—Lower level of TH for offices and press meeting rooms

Department/Function	Space Use (in feet unless noted)	Notes
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Accreditation		
1 Staff Entry	16 x 16	PA: Staff entry, badge issue, storage and distribution point for all fencing and volleyball staff. Work area for 12.

Food Service		
Administration		CA: Office area for 3, served volleyball and fencing (see Venue Operations).
2	32 x 54	CA: Staff lounge with tables and chairs for 40, 75 individual storage lockers, television, shared by fencing and volleyball staff.
3 Storage	(2)8 x 40 trailers	Refrigerated food storage units.

Finance		
Audit, Cash Control		CA: Office area for 18, served volleyball and fencing (see Venue Operations).

Health Service & Medical Control		
Spectator First Aid		PA: Waiting area for 4, 2 treatment tables, refrigerator, water cooler.

Materiel Acquisition & Distribution		
4 Administration		CA: Office area for 4, served fencing and volleyball.
4 Storage	16 x 28	CA: Storage area for fencing and volleyball.
4	(2)10 x 45 trailers	One trailer each for fencing and volleyball.

Olympic Family Services		
Language Services		CA: Office area for 5, served volleyball and fencing (see Venue Operations).

Personnel		
Administration		CA: Responsible for payroll, timekeeping and staff scheduling. Office for 4, served fencing and volleyball (see Venue Operations).

Press Operations

5 Interview Room	30 x 40	CA: Interview room for 56, elevated platform for 6. Shared by fencing, volleyball and yachting.
5	20 x 30	CA: Backup interview room for 36, elevated platform for 6.
6 Sub-Center	(2)38 x 75	CA: 72 working places, for fencing, volleyball and yachting. Sub-center had (2) 10 x 12 offices for press staff.

Security

7 Command Center	12 x 60 trailer	Office area for 12, served volleyball and fencing.
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Technology

8 Message Center	10 x 10	CA: Communications and message receiving center for staff and officials of fencing and volleyball.
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9 Results	20 x 30	CA: Results output, photocopy and distribution area; used for fencing and volleyball.
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10 Staff Offices	20 x 30	CA: Office for 2, radio distribution and recharging, sponsor/vendor work area for 10; for fencing and volleyball.
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11 Telecommunications	18 x 18	CA: 2 operators and telephone switchboard facilities for volleyball and fencing.
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Television

12 Trailer Compound	80 x 110	Television and telephone production and transmission vehicles.
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Ticketing

13 Information	20 x 20 tent	PA: Information point for public at entry to facility for volleyball and fencing spectators. No on-site ticket sales.
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Transportation

Administration		CA: Office area for 4, served fencing and volleyball (see Venue Operations).
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14 Driver Lounge	15 x 15 tent	Rest area for 50; shared with volleyball and fencing.
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Venue Operations

15 Venue Management Offices	40 x 50	CA: Office for venue manager. 2 assistants, secretary/support. Staff coordinated volleyball, fencing and all public areas in the Long Beach Convention Center.
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16 Venue Staff Offices	68 x 98	CA: Conference room shared by fencing and volleyball staff. Work area for staff in the following departments who worked in both sports: Food Service 3, Public Information 2, Personnel 4, Construction 8, Ceremonies 1, Finance 18, Language Services 5, Transportation 4, Materiel Supply 4.
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Spectator Services

Food Service Stands	(20) portable and (6)10 x 10 tents (2)8 x 40 trailers	PA: Temporary food stands for volleyball and fencing spectators. Food storage trailer, shared by volleyball and fencing.
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Novelty Stands	10 x 20 tent and (8) 10 x 10 tents	PA: Novelty sales point, accessible to volleyball and fencing spectators.
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17 Post Office	22 x 26 trailer	PA: Sales and service point for U.S. Postal Service. Accessible to volleyball and fencing spectators.
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Program Stands	(6)4 x 6	PA: Portable points for program sales to volleyball and fencing spectators.
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Public Seating	2500 3000	EH: Temporary bleachers for preliminaries. TH: Permanent theatre seating.
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Introduction/Fencing

Fencing preliminary competition took place in the exhibition hall and finals in the Terrace Theatre. Facilities and services described here were used by fencing primarily.

Food Service

20 Eating Area/Lounge	40 x 40	EH: Fencing staff lounge for 40, refrigerator, television, 75 individual lockers.
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Health Service & Medical Control

21 Doping Control	32 x 32	TH: Waiting area for 8, television, refrigerator; processing area for 2, testing area for 2 with handwash facilities.
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22 Spectator First Aid	10 x 16	EH: Waiting area for 10, refrigerator/water cooler.
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23 Sports Medicine	12 x 40	EH: Waiting area for 15; treatment tables, 4 massage tables; storage area, handwash and toilet facilities, refrigerator.
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23	9 x 20	TH: Waiting area for 15, 2 treatment tables, water cooler, refrigerator, 3 chairs were placed on stage out of public view for medical team.
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Olympic Family Services

24 Administration	14 x 20	EH: Protocol office for 4.
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25 Hosting	33 x 56	EH: Hosting area for 50 Olympic Family, existing wet bar, television.
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Press Operations

26 Mixed Zone	16 x 40	EH: Located near team areas and elimination pistes.
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Press Seating	106 100	EH: All seats without tables. TH: Seating for finals, 35 with tables, 65 without.
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Security

27 Administration	11 x 17	EH: Office for 6, near elimination pistes.
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Sports Administration Federation Services

28 Directoire Technique (DT)	18 x 20	EH: Office for 10 of directoire technique (DT).
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28	(2)12 x 18	EH: Offices for secretary/support to DT.
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29 Conference Room	12 x 20 12 x 20	EH: Meeting room for 10 of Arbitrage Commission. EH: Meeting room for 10 of the DT.
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30 FIE Offices	13 x 20	EH: Office for FIE president, 3 chairs, sofa, refrigerator.
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30	(2)13 x 16	EH: Office for FIE secretary-general and 2 guests. Office for FIE treasurer.
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Jury Room		EH: Meeting room for 40, utilized VIP lounge (see Olympic Family Services).
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31 Officials' Lounge	24 x 48	EH: Lounge for 30, television.
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Architecture and Construction

Athlete Services			Pistes	(16)2m x 18m	EH: Each piste with: Electric scoring box 2 reels 2 connecting cords 6-foot table, 6 chairs 2 touch standards 2 batteries Strip signal FIE Rules of Competition 2 tie-in-cables Scoreboard 500 gram weight 150 gram weight Gauge-thickness gauge for weapon 2 timers Team seating	56	19 x 20	CA: FIVB lounge for 20 (had very little use).
32 Equipment Storage	(70)4 x 2 x 1	EH: Storage for individual athletes' bags at athlete entry point to venue.				59 Judges/ Officials' Dressing Room	18 x 20	SA: Men's locker and shower facility for 6.
33 Equipment— Weapons Control	12 x 37	EH: (4)5-footwork tables, storage for 100 bags each 4x2x1.				60 Jury Room	16 x 20	SA: Conference room for 8.
34 Equipment Vendor	16 x 18	EH: Sales area for clothing and equipment.				Athlete Services		
35 Equipment— Self Help	9 x 15	EH: 7-foot work bench, (3) B-foot work benches, 3 vises, 1 grinder. Work area for 8 athletes.	49 Directoire Technique Preliminaries	18 x 50	EH: Elevated platform for 15, protest desk.	61 Equipment Storage	8 x 12	SA: Nets, cable, antennas, posts, 500 inflated balls, scales for testing balls' weight and shape.
36 Equipment— Armory and Repair	12 x 24	EH: Work area for 5 technicians with (2)6-foot work benches, (1)7-foot work bench, 2 vises, 2 grinders, storage cabinet.	49 Directoire Technique Finals	12 x 64	TH: Elevated platform for 50 VIPs and FIE officials on stage behind piste.	61	18 x 32	SA: General equipment and supply storage.
37 Equipment— Clothes Repair	12 x 12	EH: 3 sewing machines and operators.	Technology			62 Team Locker/ Shower Room	4 Rooms	SA: Existing locker rooms of varying sizes each with 24 chairs, bulletin board, massage table, 15 individual lockers, showers and toilets.
36 Equipment— Maintenance and Repair	18 x 18	EH: (2)6-foot work tables, 5 chairs, television, spare equipment sets each 2x3x3.	Results	6 x 18	EH & TH: Results input table for 6, adjacent to the DT platform.	63 Warm-up	97 x 100	EH: Includes (2)15m x 26m courts each complete with net, standard and floor identical to the competition court; curtain divided courts for privacy.
39 Equipment Measurement	11 x 12	EH: Equipment testing room with 5 chairs, table.	Swiss Timing	2 x 6	EH & TH: Scoreboard and timing control center.	Competition Management		
40 Athlete Eating Area	15 x 36	EH: Eating area for 25, television, video games, adjacent to athlete lounge.	Venue Operations			64 Commissioner's Office	14 x 22	SA: Office for with 10 chairs, 2 tables.
41 Team Meeting Room	(4)18 x 20	CA: Meeting areas each holding 20.	Spectator Services			64	16 x 17	SA: Office for secretary/ support conference table for 8; competition information office, television, sofa, bulletin board.
41	(3)12 x 18	EH: Meeting rooms for 10 each, adjacent to competition pistes.	50 Food Service	(3)8 x 10	EH: Concession stands with 6 lines each.	64 Commissioner's Lounge	16 x 16	SA: Lounge for 10.
42 Athlete Lounge	40 x 40	EH: Lounge with 60 chairs, television, 10 video games.	Public Seating	2500 3000	EH: Temporary bleachers. TH: Finals in theatre.	65 Court Director/ Protocol	10 x 12	SA: Office for 2, shared with Olympic Family Services staff.
42	24 x 32	EH: 6 cots, 4 sofas.	Volleyball/ Introduction			66 Support Directors	10 x 17	SA: Office for 3.
43 Information/ Check In	8 x 10	EH: Bulletin board and information desk in warm up area, 4 chairs.	All competition in volleyball took place in the Sports Arena. All facilities and services described here were used by volleyball exclusively.			66	16 x 16	SA: Office for 3.
44 Showers/ Toilets	(2)28 x 32	EH: Temporary shower and locker facilities, one each for men and women, including 10 showers, 2 portable toilets, 30 individual lockers (50 for men).	Food Service			67 Competition Director	10 x 12	SA: Office for 3.
45 Warm-Up Preliminaries	22,100 square feet	EH: Warm up and training area with 15 pistes, carpeted.	51 Eating Area/ Lounge	28 x 38	SA: Lounge for volleyball staff, tables and chairs for 30, refrigerator, television, 24 individual lockers.	68 Competition Management Field of Play	38 x 52	SA: Office for 40 competition staff.
45 Warm-Up Finals	24 x 40	TH: Warm up area with 2 pistes on theatre stage.	Health Service & Medical Control			69 Competition	8m x 19m	SA: Overall floor surface covered with BAT Taraflex 19m x 34m. additional clear zone of 5m each side and 8m each end of court.
Competition Management			52 Doping Control	850 square feet	SA: Waiting area for 9, refrigerator, television; processing area for 6, refrigerator; testing area with toilet and handwash facilities.	69 Team Seating	(2)2 x 32	Seating for 18 per team.
46 Commissioner's Office	17 x 20	EH: Office for 2.	Spectator First Aid	16 x 24	SA: Waiting area for 10, 2 treatment tables, refrigerator, water cooler.	69 Jury Seating	4 x 9	SA: Courtside table and chairs for 4.
	12 x 12	EH: Office for secretary/ support.	53 Sports Medicine	20 x 20	SA: Waiting area for 8, 2 treatment tables, 4 taping massage tables, storage area, refrigerator, ice maker, television.	69 Referee Seating	4 x 9	SA: Courtside table and chairs for 4.
47 Competition Staff	12 x 15	EH: Office for competition director, sport manager and 2 guests.	Olympic Family Services			69 Referee Stand		
47	12 x 13	EH: Office for 2; scoring card preparation area.	Administration		SA: Protocol office for 3 shared with court director (see Competition Management).	69 Tournament Director and Commissioner	4 x 9	SA: Courtside table and chairs for 4.
47	13 x 22	EH: Office for technical manager.	64 Hosting	32 x 60	CA: Hosting room for 30, television.	69 Scorers	4 x 9	SA: Courtside table and chairs for 3.
Field of Play			Press Operations			69 Statistician	4 x 18	SA: Table and chairs for 8, courtside.
48 Competition Hall Preliminaries	190 x 204	EH: Area carpeted with 16 competition pistes, elevated platform for directoire technique.	Press Seating	192	SA: 116 positions without desk, 76 press seats with desk.	Technology		
48 Finals	48 x 144	TH: 1 piste set on theatre stage; seating for armorer, 2 coaches, 2 fencers.	Sports Administration			70 Swiss Timing	5 x 14 6 x 12	SA: Storage. SA: Scoreboard and timing control table.
			Federation Services			Venue Operations		
			55 FIVB Offices	18 x 30	CA: Office for FIVB president.	Spectator Services		
			55	(3)14 x 16	CA: Office for FIVB treasurer, secretary-general, and vice president.	Food Service	(6)8 x 10	SA: Concession stands with 4 lines each.
			56 Referees' Commission	11 x 24	SA: Referees' office for 8.		2500 square feet	SA: Dry goods storage.
			57 Technical Delegates	10 x 20	SA: Office for 4, television.	Public Seating	12,000	
			68 Lounge	19 x 19	SA: Lounge for 6 FIVB officials; television, 6 lockers.			
			56	20 x 26	SA: Lounge for 20 minor officials.			



39

39 The Rose Bowl is dressed for Olympic competition as one of the four sites for preliminary pool play.

7.03.10 Football

The Rose Bowl in Pasadena, California was the main venue for the Olympic football competition. However, preliminary round matches also took place at Harvard Stadium, Navy-Marine Corps Memorial Stadium and Stanford Stadium. The Rose Bowl, dedicated in 1922, has a current seating capacity of 104,696. Harvard Stadium in Boston, Massachusetts was built in 1903 and was completely renovated in 1982. Navy-Marine Corps Memorial Stadium, located in Annapolis, Maryland, was dedicated in 1959. Stanford Stadium, in Stanford, California, was built in 1922. All of these facilities have played host to numerous American football games.

The Architecture and Construction Department hired a football project manager in June 1983. The planning, design and venue development process was fully engaged in November 1983. In January 1984, outside consultants were engaged to handle the Look design and construction management.

The Rose Bowl presented very few problems from a construction standpoint since it had presented many American football competitions to large crowds and from a functional standpoint, the Olympic football competition differed only in the size of the field of play. Olympic construction began in the Rose Bowl in July 1984 following a motocross competition. Damage to the facility's field was extensive and required the LAOOC to completely grade and re-sod the field of play. Three trailers were brought in to support construction and venue management efforts and were stationed just off Rose Bowl Drive, southeast of the stadium.

Existing office space in the southeast corner of the facility housed the Rose Bowl administration and the city of Pasadena police. Locker rooms, warm-up areas, sports medicine and doping control offices were located underneath the south end of the stadium.

Concessions facilities, amounting to 45 permanent and temporary stands, were already in place and required only cosmetic additions. Approximately 2,500 linear feet of fencing were used to supplement the existing fences. More than 40,000 square feet of fence fabric were used to decorate both the fencing and seat areas. National and ceremonial flags were flown around the outside rim of the stadium. In addition, 48 large banners were acquired and 12 were placed at each of the quarter points of the stadium rim.

As few modifications were required to the physical plant, a strong emphasis was placed on the Look. Three master Look structures were built and placed at Gates A, Band C. Three hundred signs of various types were added for spectator control.

Although Harvard Stadium was constructed for football competition, the sophisticated technology and size of the Olympic production required modifications to the facility.

Construction installed the following items from Harvard Stadium and removed them after the Games:

- Security fence and gates around the Dillon Field House
- Security fence and gates at the ITT building
- Security fence and vinyl wrap around the lighting rectifier
- Torch platform
- Propane system for Olympic Torch
- Installation of a torch
- Backdrop wall
- Cover propane system with plywood and 12,000 pounds of sand
- Podium and two rail system
- Extension on the podium
- Paint, install, repair and remove expanded polystyrene panels around the field of play
- Photographer's barriers
- Fabricate two types of corner flag systems
- Roof over the players
- Install ceremonies banners and glue country placards
- Flags of the nations at the bowl end of the stadium
- Banners throughout the stadium
- Look wrap columns in the stadium
- Wrap speaker towers
- Decorate VIP, press and athlete areas
- Plywood panels around the concession stands
- Wiring for photocopying machines and computers
- Temporary staff check-in booth
- Two ceremonies control shacks
- Guard shack at the Olympic village
- Eleven tents
- Performed numerous other small tasks for ceremonies, security, competition, food service, protocol, press and technology

Although Stanford Stadium was constructed for American football competition, the sophisticated technology and size of the Olympic production required modifications to the stadium facility and Branner Hall, the Olympic athlete housing facility. Site preparation included the following:

- Contracting and supervising the fencing project around Branner Hall, concession areas, management staff areas, law enforcement areas and areas within the field of play
- Contracting and supervising the temporary electrical work for the stadium as well as Branner Hall
- Contracting and supervising the painting of concession areas, doping control facilities, locker facilities and ticket booths
- Contracting for and installation of the venue management trailers
- Contracting and supervising the tent installation at Branner Hall, VIP hosting area, sponsor area and the press interview area
- Contracting and supervising the concourse lighting project
- Installation of furniture within the venue management area

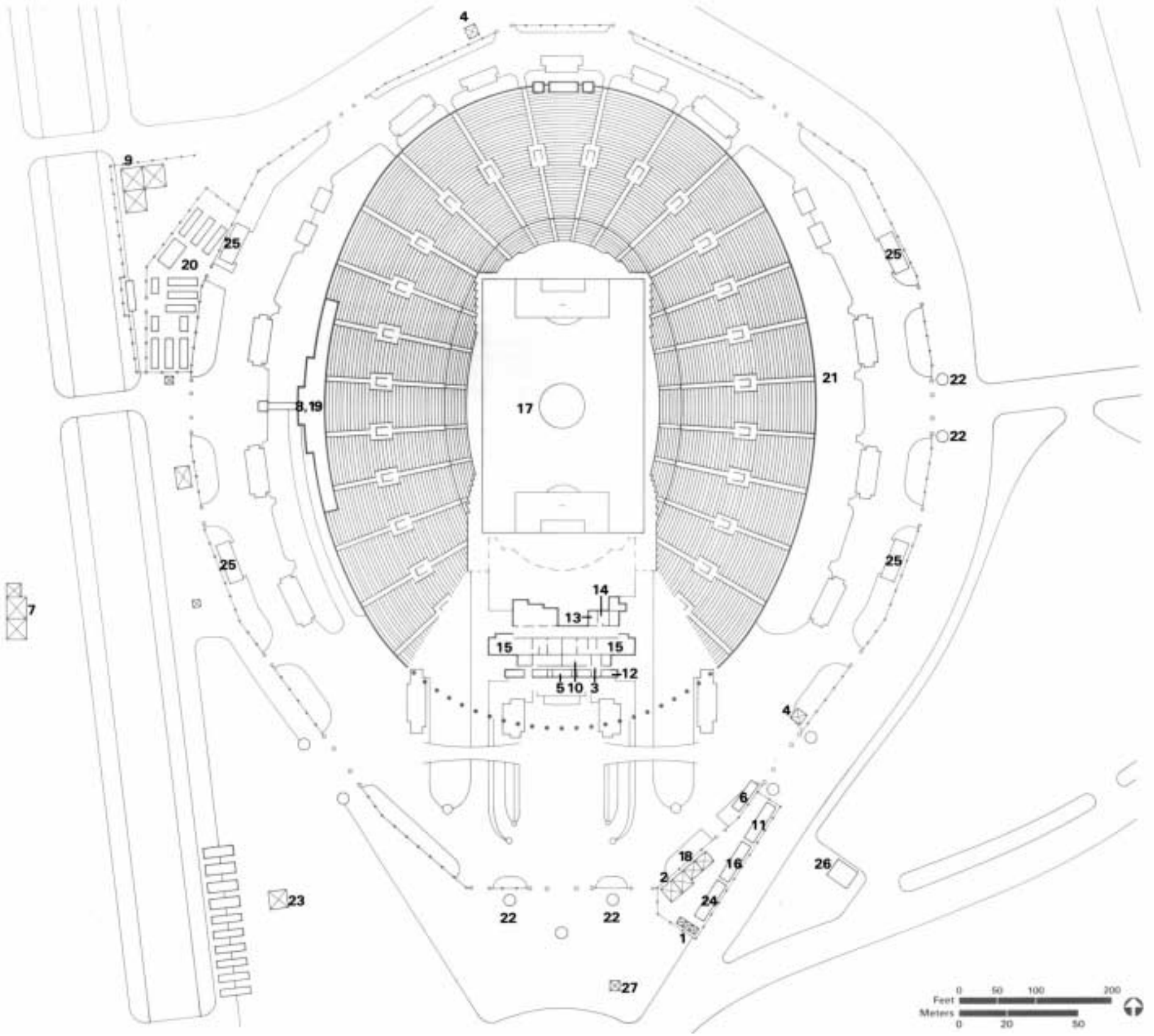
Look coordination for the facility included the contracting for and supervision of flag pole installation, field of play runner, scoreboard signage and all signage in and around the stadium.

Construction responsibilities at Navy-Marine Corps Stadium in Annapolis were similar to those at Harvard Stadium. Trailers were brought in to house the venue management and competition officials, fencing was constructed to develop the proper circulation within the controlled areas and considerable attention was paid to the Look decorations. The centerpiece to these decorations was the construction of an Olympic torch structure at the west end of the field of play.

Several goals of the Olympic design program were realized at the remote football venues. With the Look celebrating the festive qualities and international spirit traditionally associated with the Games, the vivid colors created an exciting backdrop for the drama of the opening ceremonies and football competition at each venue. Most importantly, the Look visually linked the geographically diverse soccer sites.

Architecture and Construction

Plan of football stadium at the Rose Bowl with seating cutaway to show team access and support areas





40 Harvard Stadium, built in 1903, provides an impressive back drop for opening ceremonies for preliminary pool competition in football.

40

Football		
Introduction	Football competition took place at three sites in addition to the Rose Bowl. Eight preliminary matches and all final rounds were held at the Rose Bowl. The Rose Bowl is an existing outdoor multipurpose stadium with seating for more than 103,000 spectators and existing concession and spectator support facilities.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff Entry	10 x 30 tent	Staff entry, badge issue, storage and distribution point. Work area for 8.
Food Service		
Administration		Office for 3 (see Venue Operations).
2 Eating Area/Lounge	20 x 40 tent	Lounge for 100, tables and chairs.
Storage and Distribution	(2) 3x7x10	Refrigeration units for box lunch storage.
Finance		
Audit, Cash Control		Work area for 7 (see Venue Operations).
Health Service & Medical Control		
3 Doping Control	16 x 26	Waiting area for 10; testing area with toilet and handwash facilities; processing or work area for 4; television, storage cabinet, refrigerator.
4 Spectator First Aid	(2) 20 x 20 tents	Treatment area for 2, refrigerator, television, handwash facilities, toilet, waiting area for 15.
5 Sports Medicine	16x28	Waiting area for 8, 6 treatment tables, ice maker, refrigerator, handwash facilities.
Material Acquisition & Distribution		
Administration		Office for 3 (see Venue Operations).
6 Storage	10 x 45 trailer	
Olympic Family Services		
Administration		Office for 1 (see Venue Operations).
7 Hosting	20 x 60 tent	Lounge for 100; food and beverage services.
8	10x50	Hosting area in press box for 100.

Personnel		
Administration		Responsible for payroll, timekeeping and staff scheduling. Office for 2 (see Competition Management).
Press Operations		
9 Sub-Center	(3) 30 x 40 tents	40 working places, staff offices for 3. Adjacent athlete interview room.
Press Seating	358 positions	50 positions without a desk, 308 positions with a desk.
10 Interview Room	22 x 50	Overflow area established for semi-final and final matches only.
Security		
11 Command Center	12 x 60 trailer	Office for 12.
Sports Administration		
Federation Services		
FIFA Offices		No offices on site.
12 Draw Room	9 x 16	Seating for 12.
13 Officials' Dressing Room	8 x 20	Shower, dressing area for 4.
14 Lounge	12x12	Seating for 6.
Athlete Services		
15 Team Locker Room	(2) 25 x 60	Existing dressing rooms with lockers for 20, shower, toilet and dressing area.
Competition Management		
16 Competition Staff	12 x 60 trailer	Offices for commissioner and venue manager, work area for 20 staff including competition staff and personnel staff.
Field of Play		
17 Field	68m x 105m	Natural grass turf field. Team seating for 20 each. Goal lines and mid field points marked with flags and chalk.

Technology		
18 Message Center	10x20	Message receiving center for staff and officials. also served as food service overflow area.
19 Results	6 x 18	Results input table for 6 in press box.
19	8 x 20	Results photocopying and distribution area.
19	10 x 10	Storage.
19 Swiss Timing	6 x 6	Scoreboard control desk for 2 in press box.
Television		
20 Trailer Compound	40x100	Telephone and television transmission and production vehicles.
Ticketing		
21 Administration	10 x 15	Work area for 10.
22 Information	(4) 6x6	Information, ticket purchase and will call points. Tickets sold on site.
Transportation		
Administration		Office for 5 (see Venue Operations).
23 Drivers' Lounge	20 x 20 tent	Waiting area for 15.
Venue Operations		
24 Venue Staff Offices	12 x 60 trailer	Office area for 20 staff from Food Service, Language Services, Protocol, Transportation, Finance, Construction and Material Supply departments.
Spectator services		
25 Food Service	(6) 8x15	Existing food service stands with 120 service lines on outside concourse.
	(25) 10 x 10 tents	Portable food and beverage sales points.
Novelty Stands	(25) 10 x 10	Novelty sales points.
26 Post Office	26x32	Sales and service point for U.S. Postal Service.
Program Stands	(21) 2x4	Portable sales points for programs.
27 Public Information	8 x 8 tent	General information point for spectators.
Public Seating	103,300	

**7.03.11
Gymnastics**

The building of a unique 20-foot high bridge and the set up of the field of play were among the most notable of the construction projects at the gymnastics venue at UCLA's Pauley Pavilion.

The bridge was constructed between Pauley Pavilion and the training gymnasium used by gymnasts at Wooden Center in the UCLA Village. The gymnasts required a direct route between the training site and the competition floor to isolate them from the public and the bridge allowed athletes to re-enter the UCLA Village without accessing the main walkway. Moreover, the layout of the gymnastics venue directly adjacent to the UCLA Village required the construction of the elevated walkway as a security measure. The bridge spanned the village security fence from Wooden Center to the Pauley Pavilion athlete entry tunnel and access was limited to athletes, coaches, FIG officials and medical and competition personnel.

Construction inside Pauley Pavilion included the erecting of the gymnastics podium, a one-meter-high platform on which all the gymnastic apparatus was placed. The podium had a large surface area shaped to accommodate the equipment and was used in the 1976 Games in Montreal, then purchased by the LAOOC. After the Games, it was sent to the United States Gymnastics Federation in Indianapolis. During the summer of 1983, the podium was set up in the LAOOC warehouse by the Canadian firm which manufactured it as a demonstration for the LAOOC staff. The podium was set up in 1983 at Pauley Pavilion for the McDonald's International Gymnastics Championships.

The podium was unique as several sections were constructed to withstand the high pressure of the gymnasts' performance. Guy wires were used to anchor the apparatus with weights securing them beneath the podium. The podium required three days to set up and 12 hours to tear down. Additional pieces were constructed to enlarge the podium at the high bar and uneven bar, and spare parts were constructed for broken or damaged units. During artistic competition, the men's and women's apparatus was changed on the podium every night as men and women competed on consecutive days. A perimeter fence was placed around the podium and created a walkway for photographers. Elevated platforms were located inside the perimeter barrier for FIG officials, judges and members of the national federations.

A number of complex wiring systems were installed. Wiring for telephone, electronic messaging system terminals, Swiss Timing, sound systems, television and electrical systems were located under a light gray carpet covering the podium and surrounding floor area. Wiring was routed to prevent electrical interference between systems.

Artistic gymnastics competition was completed at 1930 hours on 5 August 1984 with rhythmic training scheduled to begin at 0800 hours on 7 August. Crews began the work required to change-over the venue immediately after artistic gymnastics competition was completed. The crews removed the gymnastics apparatus and the podium. The judges' tables and platforms were moved. Technology items, including the wiring, and television cameras were relocated. Additional floor level bleachers were set up. Platforms, scaffolding and the carpet were reworked where necessary and the rhythmic competition floors were installed. The job was completed by 2000 hours on 6 August 1984.

The last event at Pauley Pavilion ended at 2200 hours on Saturday, 11 August 1984. The venue was secured and technology sponsors began the removal of equipment. The field of play was cleared and restoration work began on Sunday, 12 August 1984 including painting, refinishing the floor, re-sodding Spaulding Field where the television compound had been, and re-installing seating that had been removed for the press.

41 A giant scaffold bridge provides a walk way for gymnasts to move between the warm-up area and the competition arena in Pauley Pavilion.

42 Colorful banners bring a festive atmosphere to the gymnastic competitions inside UCLA's Pauley Pavilion.



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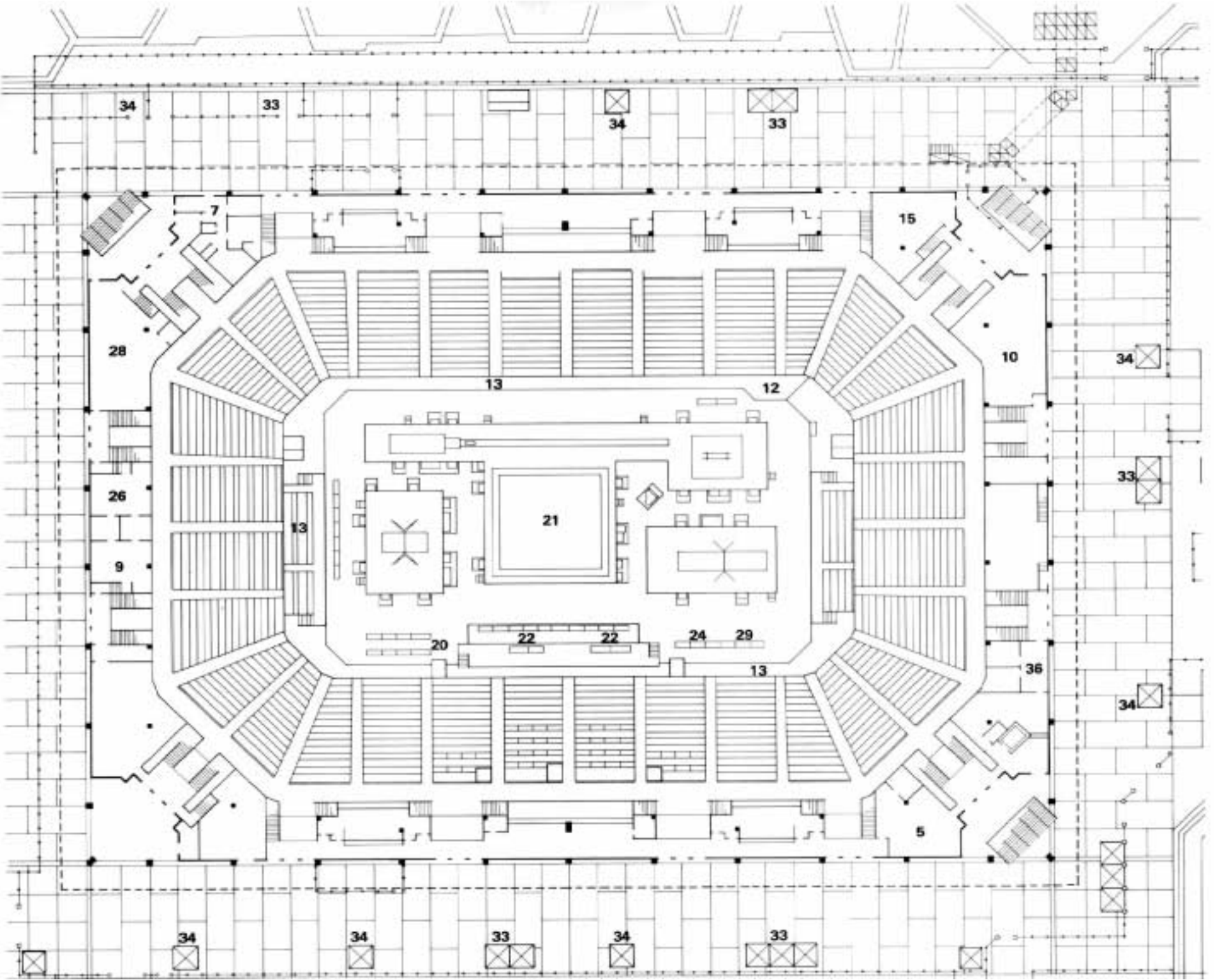


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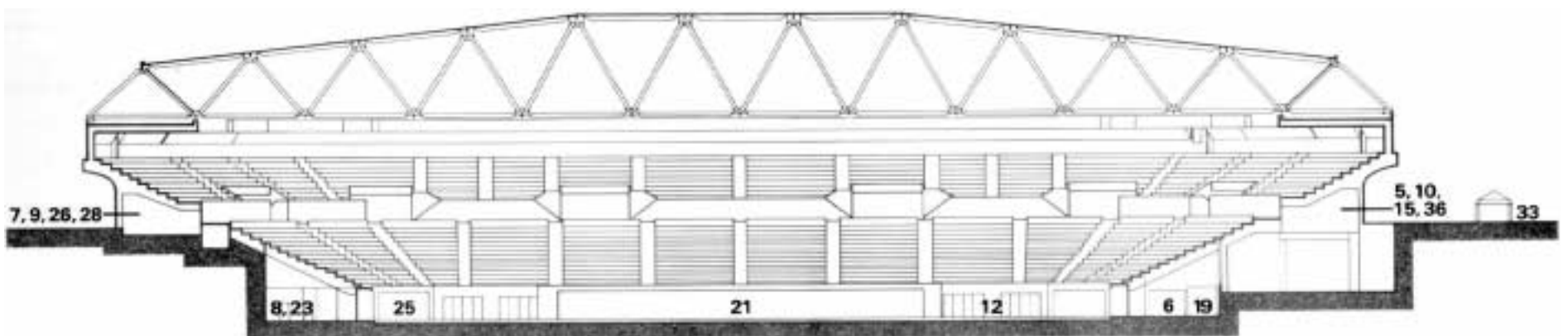
**Gymnastics, tennis and UCLA
Olympic Village locations**



Plan of Pauley Pavilion with upper level seating removed to indicate support areas



Section through Pauley Pavilion looking north



Architecture and Construction

Gymnastics			Security			Judges		
Introduction	Gymnastics competition and training utilized 3 separate buildings; Pauley Pavilion (PP)-competition facility; Wooden Center (WC)-training and warm up facility and Morgan Center (MC)-administration. The Wooden Center was located inside the Olympic village at UCLA. Pauley Pavilion was accessed by athletes from Wooden via a bridge. Pauley Pavilion and Morgan Center are adjacent to each other and to the Olympic tennis stadium and therefore shared certain facilities or resources such as parking and staff feeding areas.		15 Command Center	28 x 32	PP: Office area for 6; reception area. interview/holding area, meeting room for 6. MC: Office for 1 (see Venue Operations). Daily briefings took place in press interview room (see Press Operations).	23 Jury Room	11 x 18	PP: At each apparatus, a table and chair provided for superior judge, judge, judges' assistants; positioned by FIG rules: Total: Artistic—Men 42, Artistic—women 24, Rhythmic—33
Department/Function	Space Use (in feet unless noted)	Notes	Sports Administration			24 Scorekeepers	3 x 36	Table and chairs for 12 manual scorers and results input.
Accreditation			Federation Services			25 Storage	12 x 42	PP: For spare artistic gymnastic mats and storage of unused apparatus (men's apparatus during women's competition). PP: For rhythmic gymnastics implements.
1 Staff Entry	20 x 40 tent	Outdoor work area for 8 adjacent to the Morgan Center (see Venue Operations).	16 Conference Room	(2) 15 x 20	MC: Rooms assigned to women's technical committee and men's technical committee each with conference table seating for 8.		10 x 10	
Food Service			Athlete Services			Technology		
2 Distribution/Eating	20 x 300	Service and seating area for 2,000 in shaded bleachers for gymnastics and tennis staff and village transportation staff.	17 FIG Offices	(2) 8 x 10	MC: Office areas for FIG president and secretary-general.	26 Administration	14 x 20	PP: Office area for 11 staff and vendors. Additional 8 x 10 work area for vendors.
3 Lounge	10 x 20 tent	MC: Seating for 65, snack and beverage service.	17	(3) 8 x 10	MC: Office area for each FIG technical director (men, women and rhythmic technical committee).	27 Message Center	8 x 31	MC: Office area for 3, radio base station.
4 Storage	(2) 10 x 45 trailers	Trailers located on Spaulding Field. Refrigerated storage of box lunches and distribution point.	18 Locker Room/Showers	(5) 400 square feet	WC: 10 individual rooms, 5 men's, 5 women's, each with seating for 6 with full length mirrors. Adjacent to toilet and shower area.	28 Results Output/Photocopy Distribution	47 x 107	PP: Waiting area for 6 runners, desk and chairs for 6 results staff, 8 results photocopiers. Temporary additional air-conditioner installed.
Finance			18 Lounge/Staging Area	20 x 35	WC: Rest area for 100, television, beverage service. Staging area prior to call to begin competition. Wired to public address system in Pauley Pavilion.	29 Results Input		PP: Table for 6 at field of play.
5 Audit, Cash Control	200 square feet	PP: Office for 5.	18 Warm-Up/Training	40,800 square feet	WC: 3 gymnasiums subdivided to establish 8 separate training areas with a total of 4 complete sets of apparatus for men and 4 for women; 1 area for men and 1 area for women utilized for training and competition warm-up. Areas converted for rhythmic gymnastics at the conclusion of the artistic competition. Desk for training coordinator located at entry.	Swiss Timing	12 x 45	PP: Timing center, desks and chairs for 5 in storage area behind results input desk.
Health Services			Competition Management			Television		
6 Doping Control	450 square feet	PP: Waiting area, 250 square feet with maximum capacity for 40; processing area for 10; refrigerator and lockable storage cabinet; testing area with 2 toilets and handwash facilities.	19 Commissioner's Office	16 x 20	MC: Private office for 2. At entry is 10 x 15 reception and waiting area.	30 Trailer Compound	75 x 350	Telephone and television transmission and production vehicles; utilized for tennis coverage as well.
7 Spectator First Aid	240 square feet	PP: Existing public first aid station with waiting area for 6; treatment area and tables, refrigerator, toilets; observation area and work area for 7 staff.	19 Competition Staff	11 x 26	MC: Office for competition director and assistant director.	Ticketing		
8 Sports Medicine	290 square feet	WC Athlete warm-up area with 8 treatment tables, 6 chairs, storage cabinet. One taping table placed in each of 7 training halls in Wooden Center.	19	(7) 7 x 10	MC: Office area for 7 competition staff.	31 Information	7 x 7 tent	Work area for 3 for spectator information and will-call.
8	400 square feet	PP: Treatment area adjacent to podium for taping, massage or treatment of competition injury. Waiting area for 16, 6 treatment tables, water-cooler, ice maker, oxygen tanks.	19	600 square feet	PP: Office for 11 competition staff in immediate proximity to podium. Also, athlete information area.	Venue Operations & Administration		
Material Acquisition & Distribution			19 Conference Room	20 x 20	MC: Meeting room for 2.	Maintenance	20 x 24	PP: For storage and equipment issue.
9 Administration Storage	16 x 24 (5) 10 x 44 trailers	PP: Work area for 9. Trailers 1,000 feet from venue, accessible only by truck and cart.	Field of Play			Storage	28 x 32	
Olympic Family Services			Athlete Seating		10 chairs for each team at each apparatus; 60 men, 40 women.	32 Venue Staff Office	32 x 40	MC: Office for venue manager.
10 Hosting	2.5 x 5.0	PP: Existing lounge for 50.	20 National Delegate Seating		25 chairs on platform.	32	22 x 22	MC: Office for assistant venue manager.
Personnel			21 Competition Floor	116 x 194	Interior dimensions of podium perimeter.	32	(11) 8 x 10	MC: Staff assigned to work area with desk and 2 chairs; Construction, Protocol, Food Service, Personnel, Accommodations, Ceremonies, Accreditation, Security, Transportation, Language Services.
Press Operations				99 x 178	Interior dimension of floor in rhythmic configuration.	Spectator Services		
11 Interview Room	32 x 40	MC: Seating for 84. Platform for 9. Room used in morning for security briefings and FIG judges meetings.	22 FIG Officials		Elevated platform for medical commission, jury, LAOOC commissioners, seating for 26 at center podium.	33 Food Service	(3) 10 x 30	PP: Interior stands with 8 service lines each.
12 Mixed Zone	12 x 45	PP: In storage room adjacent to podium at athlete entry/exit point to Pauley Pavilion.				33	(9) 10 x 10 tents	PP: Stands on exterior concourse.
13 Photographer Positions	160	Positions in stands and podium perimeter.				33	15x60	Storage compound.
Press Seating	405	PP: 211 without desks, 194 with desks.				34 Novelty Stands	(6) 10 x 10 tents	PP: Stands on exterior concourse.
14 Sub Center		Combined sub-center for UCLA Village, gymnastics and tennis established in Ackerman Union, a separate facility located approximately 200 yards from Pauley Pavilion. Gymnastics press staff utilized 15 work spaces plus 1 desk available in Morgan Center (see Venue Operations).				34	15 x 50	Storage compound.
						Post Office	24 x 26 trailer	Sales and service point for U.S. Postal Service.
						Program Stands	(8) 2 x 4 cans	Mobile sales points for program sales.
						35 Public Information	8 x 8 tent	Kiosk for general spectator assistance. 10 x 20 Lost and found storage.
						Public Seating	10,800	50 seats for handicapped spectators.
						36 Venue Owner's Office	20 x 24	Facility is operated on-going basis by UCLA staff who assisted in Olympic operations. Their offices were not available to LAOOC.

**7.03.12
Handball**

The site selected for the handball venue was California State University, Fullerton. The gymnasium at the university included offices, dressing rooms and warm-up areas and was easily adapted for the staging of this competition.

The major problem faced by the LAOOC in utilizing this facility was the difference between the size of a basketball court which the gymnasium was designed to accommodate and that of a handball court. Inasmuch as a handball court is both longer and wider, adjustments were made in the seating area. The existing bleachers required full outward extension in order to lock into place and meet safety standards. Due to the required width of the handball court, seating for 4,000 spectators was provided by augmenting existing bleachers with temporary ones. The existing permanent bleachers could be only partially extended. Temporary bleachers were erected in front of existing ones along the sides and around both ends of the court to maximize seating.

The existing hardwood floor was covered with Taraflex Sport M Green 5 12T from Bat Taraflex. This was a synthetic flooring with a single color playing surface and a contrasting color for boundaries.

In anticipation of the warm summer weather, 350 tons of temporary additional air-conditioning was installed. This proved adequate to meet the needs of spectators, competitors and staff.

Preliminary move-in was started on 10 May with the installation of the air-conditioning coils. Telephone company trailers were moved on site 14 May and fencing commenced 1 June. The official access date was 1 July when the balance of the construction modifications were started. Move-out began on 10 August and was complete by 14 August. The cooperation of the university in allowing some early construction activity was instrumental in completing the necessary modifications.

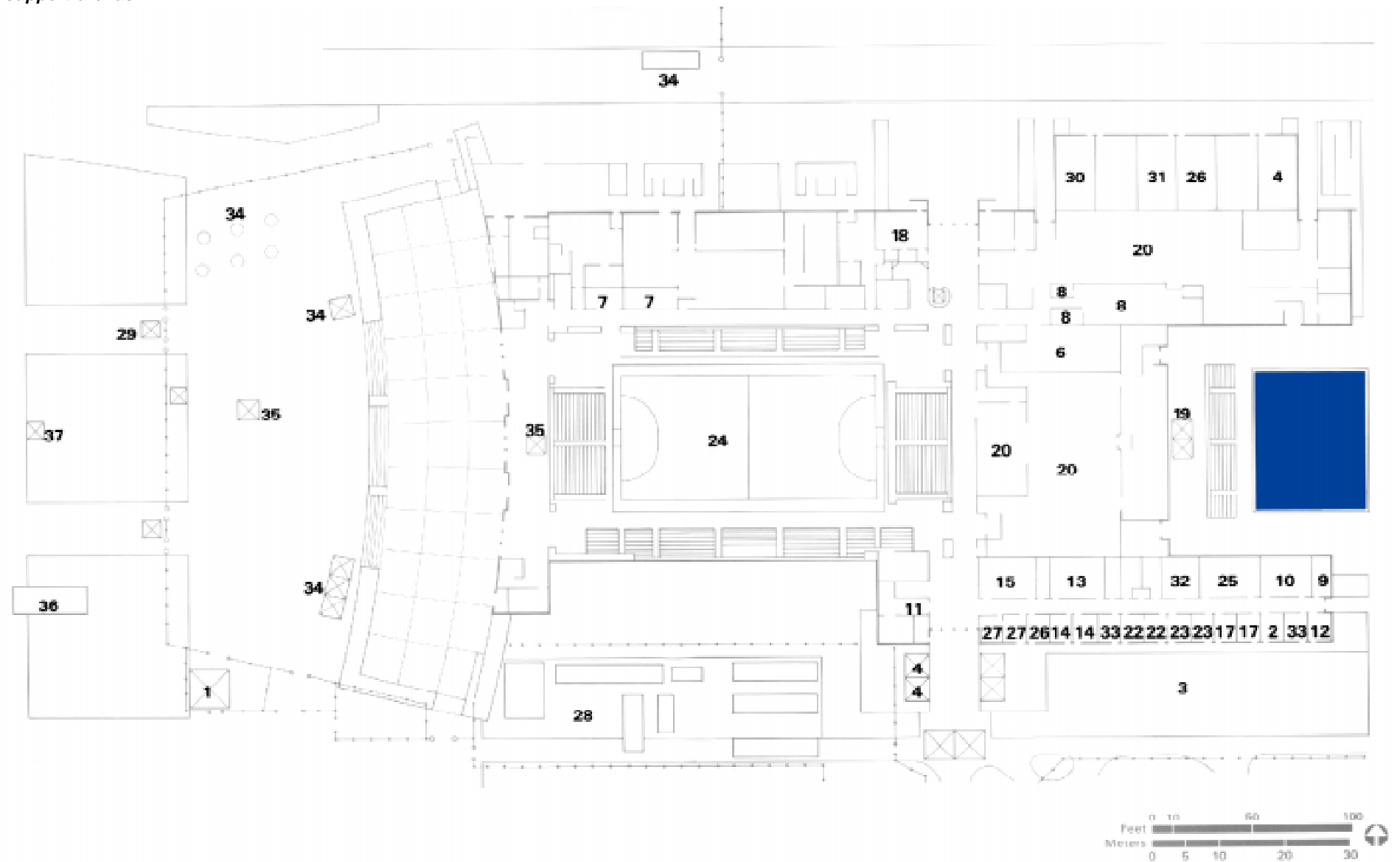
The finals of the competition were played at the Forum. A separate synthetic surface was installed there on an overnight basis following the completion of the basketball tournament.



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43 Titan Gymnasium at California State University at Fullerton is perfect for spectators, who are right on top of the action.

Site plan for handball with roof removed from building complex; upper seating removed to indicate support arenas



Section through Titan Gymnasium looking north



Architecture and Construction

Handball			Security			Television		
Introduction The preliminary competition in handball was at California State University at Fullerton. The competition facility was an existing gymnasium. Facilities were provided for athletes, officials, staff and spectators. Finals in handball took place at The Forum (see Basketball).			16 Command Center 12 x 15 Private office for 1			28 Trailer Compound 60 x 220 Telephone and television production and transmission vehicles.		
Department/Function Space Use (in feet unless noted) Notes			16 15 x 25 Office for 10 staff.			Ticketing 29 Information 7 x 7 tent Ticket information point for spectators. No on-site ticket sales.		
Accreditation			Sports Administration Federation Services			Transportation 30 Administration 20 x 40 Vehicle dispatch office and drivers' waiting area, beverage service. Parking 2,145 spaces 19 spaces for hand-capped spectators.		
1 Staff Entry 20 x 20 tent Staff check-in, temporary badge issue; badge storage; 200 individual lockers.			17 IHF Offices (2) 12 x 15 Private offices for 2 each; IHF president, secretary-general, IHF director and secretary/support.			Venue Operations 31 Construction 20 x 40 Office for 8. 32 Conference Room 18 x 24 Meeting room for 20.		
Food Service			18 Officials' Dressing Room 20x27 Private locker/shower facility.			33 Venue Staff Offices (2) 12 x 15 Office for venue director and assistant venue director.		
2 Administration 12 x 15 Office for 3 shared with Olympic Family Services staff.			19 Lounge (2) 10 x 10 tents Outdoor shaded area with 40 chairs, television, beverage dispenser.			Spectator Services 34 Food Service 10 x 30 tent Food sales point. 34 10 x 45 trailer Refrigerated food storage.		
3 Eating Area/Lounge 44 x 160 Patio with tables and chairs for 50; box lunch distribution point.			20 Team Locker/Shower/Meeting Area (2) 38 x 96 6 separate team facilities, each 900 square feet, established in 2 existing locker areas. Each team area with 20 lockers, 3 benches.			34 75 x 90 Public eating area for 70. 34 10 x 10 tent Beverage stand.		
4 Storage 20 x 40 (2) 2 x 4 x 6 Dry goods storage. Refrigerators.			21 Warm Up Area (2) 40 x 90 Existing gymnasiums within competition building. 1 warm up area in each gymnasium, 20 chairs, handball goals and protective nets.			35 Novelty Stands 10 x 10 tent Sales point for novelty items.		
Finance			Competition Management			36 Post Office 14 x 26 trailer Sales and service point for U.S. Postal Service.		
5 Audit, Cash Control 12 x 28 Office for 3, shared with ticketing staff.			22 Commissioner's Offices (2) 12 x 15 Private office for commissioner and administrative secretary/support.			Program Stands (3) 12 x 4 carts Mobile sales points for programs.		
Health Services & Medical Control			23 Competition Staff 12 x 15 Office for competition director, 2 assistant directors. 12 x 15 office for training coordinator, statistician.			37 Public Information 8 x 8 tent Outdoor kiosk to provide general spectator assistance.		
6 Doping Control 25 x 65 Existing locker room; waiting area for 14; processing area for 6 with refrigerator, handwash facilities; and testing area with 1 portable toilet.			Field of Play			Public Seating* 3,300 15 places for hand-capped spectators.		
7 Spectator First Aid 12 x 20 First aid room with work area for 4, treatment table, refrigerator, television.			24 Competition Court 20m x 40m Actual floor surface 29 m x 42m.			*Note: Handball finals held at The Forum with seating for 17,505.		
7 20 x 20 Storage.			IHF Officials Seating 5 x 18 Table 1: chairs for announcers, 2 timers, 2 scorekeepers, doping control coordinator; center court elevated platform.					
8 Sports Medicine 22 x 60 Locker room with treatment tables.			6 x 8 Table 2: elevated platform, 4 chairs for 3 IHF jury and LAOOC doctor.					
8 8 x 12 Chief medical officer.			6 x 8 Table 3: elevated platform for 3 statisticians and 1 observer.					
Material Acquisition & Distribution			Storage 4 x 12 Existing storage for extra balls and goals.					
9 Administration 9 x 27 Work area for 3.			Technology					
Storage 8 x 30 truck			Results 3 x 12 Input area for 4 chairs, courtside.					
Olympic Family Services			25 20 x 30 Results output, photocopy and distribution room. Contained computers, 4 photocopiers, 4 chairs.					
Administration Shared office space (see Food Service).			26 Staff Offices 12 x 15 Office for 4.					
10 Hosting 21 x 27 Seating for 40, refrigerator, beverage and snack service. IHF hosting room.			26 20 x 40 Work area for 10 suppliers/vendors; storage area for Swiss Timing.					
11 Language Services 10 x 10 Office area for 5.			Swiss Timing 2 x 6 Scoreboard control table, 2 chairs courtside.					
Personnel			27 Telecommunications 15x24 Venue communications center; radio base station, radio distribution and recharging, 10 chairs and venue telephone switchboard.					
12 Administration 12 x 14 Office for 2; responsible for timekeeping and staff scheduling.								
Press Operations								
13 Interview Area 22 x 28 Seating for 20, raised platform with seats for 6.								
Press Seating 100 65 positions without desk, 35 positions with desk.								
14 Staff Offices (2) 12 x 15 Offices for 5, shared with television coordinator.								
15 Sub-Center 22 x 28 20 work spaces with typewriters, telex, photocopy equipment.								

7.03.13 Judo

The selection of California State University, Los Angeles as the site of judo competition for the Games of the XXIIIrd Olympiad was announced on 7 January 1981. It was selected because existing facilities required little modification and the university was in close proximity to the central Los Angeles area. The facility could also serve as the training facility for judo competitors.

The LAOOC acquired the use of limited office space at the university in January 1984. Venue construction began in early May when air-conditioning coils were installed. Trenching for power and telephone lines was completed in June. All other venue modifications were made between 1-7 July, and the removal of all Olympic equipment and site restoration was completed by 21 August.

The university's three-level physical education building was ideal for the sport. The field of play was located on the second level of the building, known as Eagles' Nest Arena. International Federation rules specify that the competition area must be between 14 and 16 meters square and the LAOOC decided to use a 16-meter-square area for competition. This competition area was placed on a raised, resilient platform which was 18.3 square meters. The competition tatami covered the platform except for a one-meter zone around the perimeter. The tatami was held in place with three-quarter-inch round molding nailed around the perimeter of the platform. The 75-centimeter-high platform raised the tatami off the gymnasium floor to provide optimal viewing for officials and spectators. Athletes and officials accessed the platform by two sets of stairs.

Spectator seating was provided on existing bleachers located on the second and third levels of the gymnasium. Dignitaries and other officials were seated in 80 padded folding chairs which were located at the base of the bleachers. The chairs were arranged in two rows with the second row elevated by eight inches. Three overstuffed chairs were situated in the front of VIP seating and were used by the president of the International Judo Federation and other special guests. A total of 4,200 seats were provided.

Two scoreboards 3.5 feet high by 5.5 feet wide were located on opposite sides of the platform. The scoreboards were provided and operated by Swiss Timing.



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A training room and press center were located on the west side of the building. The venue training facilities were equipped with 14 mats and located in the areas occupied by the bleachers when not extended for the competition period. The location of these facilities within the venue proved unfortunate as the air-conditioning was not sufficient to keep the areas comfortable during concentrated periods of use. The warm-up area, weigh-in room and saunas were located on the north side of the physical education building-on the second level-and locker rooms were located on the facility's first level.

More than 350 tons of air-conditioning was provided in the main competition hall by air-conditioning units housed in portable trailers. The trailers were enclosed by a 12-foot-high fence decorated with Look fabric.

Space in the main competition hall was limited. Concessions and novelties were located in tents and trailers outside the competition facility. Venue operations and International Federation offices were located in existing offices within the physical education building. Parking for VIPs, staff and spectators was provided in existing parking structures on the university campus.

Standard Look elements decorated the judo venue and were enhanced by the addition of a permanent ceramic tile mural which was placed on the west wall of the Physical Education building. Created by the internationally known outdoor muralist Guillermo Granizo, the mural, funded in part by the LAOOC, was a permanent addition to the university.



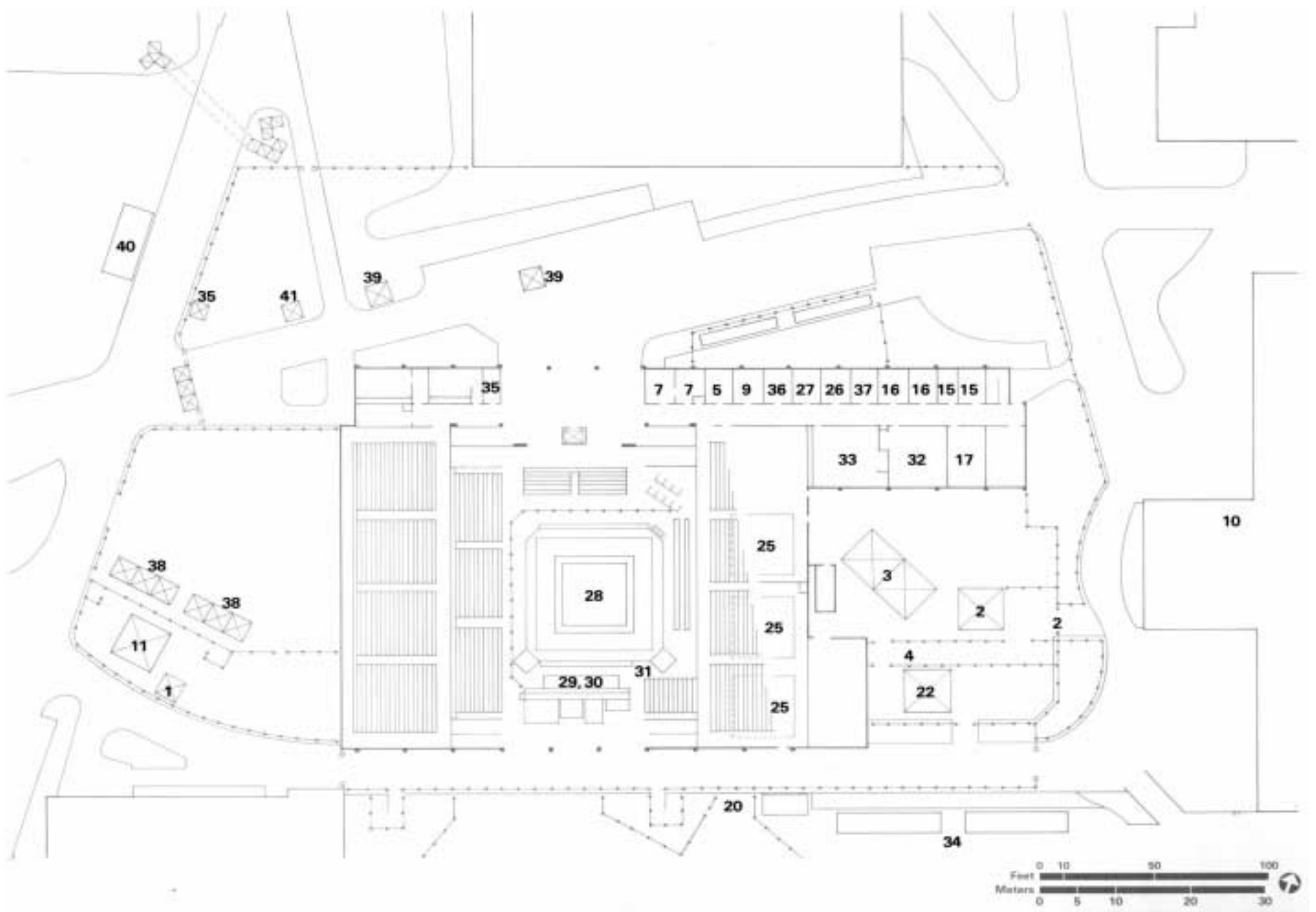
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44 The interior of Eagles' Nest Arena at CSU Los Angeles stands converted from a general-purpose athletic facility to the home of Olympic judo.

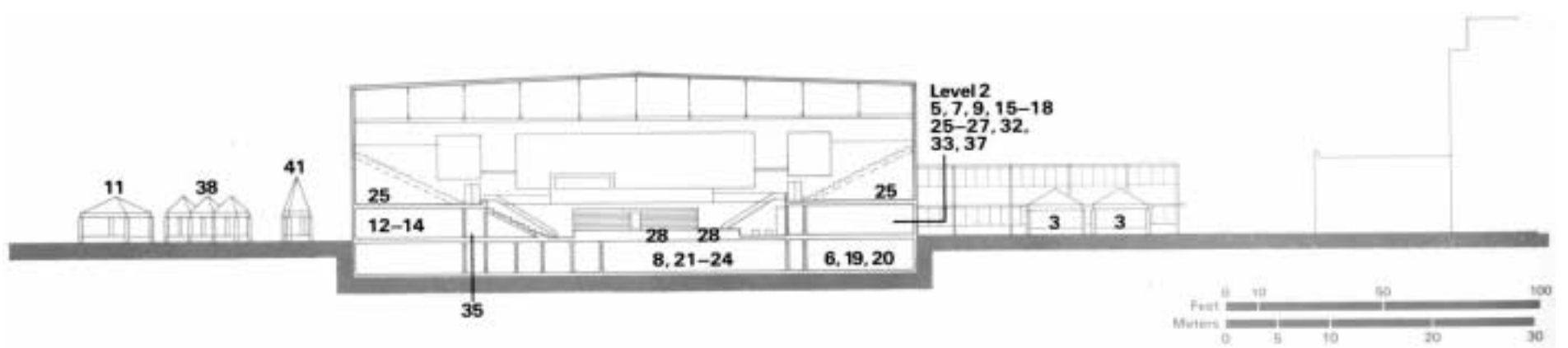
45 California State University at Los Angeles is fully prepared for Olympic judo competition after the installation of temporary modifications by the LAOOC.

Architecture and Construction

Plan of Eagle's Nest Arena with roof removed to show support areas; temporary seating cutaway to show training area beneath



Section through judo site looking north



Judo

Introduction	Judo competition took place at California State University at Los Angeles in an existing gymnasium and physical education facility. Few modifications were required.	
Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Guest Entry	10 x 10 tent	Olympic Family entry point.
2 Staff Entry	20 x 20 tent	Staff entry, temporary badge issue, badge storage, work area for 4. Office for 1 (see Venue Operations).
Food Service		
3 Eating Area/Lounge	20 x 40 tent	Tables and chairs for 30, television, 100 individual lockers. Food distribution area included.
4 Storage	(4) 2 x 4 x 6	Box lunch storage refrigerators.
Finance		
5 Audit, Cash Control	11 x 14	Office for 3.
Health Services & Medical Control		
6 Doping Control	52 x 76	Existing locker room with waiting area for 12: processing or work area for 4 with refrigerator; testing area with toilets and handwashing facilities.
7 Spectator First Aid	14 x 28	Spectator first aid area with 2 treatment tables, refrigerator and work area for 3; waiting area for 6; existing toilet and handwash area and 50-square-foot storage area.
6 Sports Medicine	450 square feet	Existing therapy/training room with work area for 6, refrigerator; 2 private treatment areas of 130 square feet; waiting area for 4, handwash and toilet facilities.
Material Acquisition & Distribution		
9 Administration	12 x 14	Office for 4 shared with 2 construction staff.
10 Storage	8 x 40 trailer 10 x 30 truck	
Olympic Family Services		
Administration		Office area for 3 (see Venue Operations).
11 Hosting	20 x 20 tent	Olympic Family hosting area for 30, television, carpeting, beverage and snack service.
Language Services		Office area for 3 (see Venue Operations).

Personnel		
Administration		Work area for 3; responsible for timekeeping and staff scheduling (see Venue Operations).
Press Operations		
12 Interview	38 x 38	Seating for 30; chairs for 12 on elevated platform.
Mixed Zone	10 x 20	Located at athlete entry and exit point to competition platform.
Photo Positions	30	All positions in stands.
Press Seating	163	50 with desks, 113 without desks.
13 Staff Offices	7 x 8	Office area for 6.
14 Sub-Center	38 x 38	30 working places with typewriters, telex, photocopying equipment, beverage and snack service.
Security		
15 Command Center	10 x 40	Office area for 5
Sports Administration		
Federation Services		
16 IJF Offices	13 x 14	Office for 3; IJF president, secretary-general and secretary/support
16	14 x 14	Office for 2 technical delegates and NGB representative. Check-in area for 35 officials.
17 Hosting	16 x 26	Lounge for 15, television.
18 Officials' Meeting Room		Chairs for 35 with lecture/display board; utilized athlete training area.
19 Officials' Dressing Room	32 x 70	Existing locker/shower facility.
Athlete Services		
20 Check-in	6 x 24	Table at athlete entry for locker assignment.
21 Locker/Shower	(2) 62 x 100	36 showers and 220 lockers Existing locker area divided into 50 separate team rooms for 8 athletes each.
22 Lounge	20 x 20 tent	Outdoor seating area with television, 20 chairs, food and beverage service. Additional indoor resting area with 10 cots.
23 Scales	8 x 16	4 scales; 2 official, 2 unofficial, located near sauna and showers; in draped area.
24 Sauna	17 x 27	Dry heat sauna for 10.
25 Training Facility	39 x 106	Total of 15 tatamis for training and warm-up each 3 m x 8 m, located on upper and lower levels of gymnasium.
Competition Management		
26 Commissioner's Office	12 x 14	Private office for 1.
27 Competition Director	12 x 14	Office for competition director, assistant director, secretary/support.
Field of Play Competition		
28 Platform	60 x 60	Competition tatami placed on 75-cm-high platform. 5-foot perimeter between platform and public.
29 Scoring	2 x 32	Scoring table with 10 chairs, adjacent to and with clear view of tatami.
30 IJF Seating	3 x 32	20 chairs and table, adjacent to tatamis.
30	3 x 37	24 chairs and table, adjacent to tatamis. 3 additional chairs for medical personnel near athlete seating area.
31 Athlete Waiting Area	10 x 10	10 chairs for athletes.

Technology		
32 Results Output/Distribution	25 x 32	5 results photocopiers, results output, distribution area, chairs for runners.
33 Staff Offices	26 x 32	Table and chairs for 21 staff. Radio distribution and recharging area.
Swiss Timing	6 x 15 6 x 6 9 x 10	Scoreboard control room with view of tatami. Timing control. Storage room.
Telecommunications	12 x 45 trailer	Venue switchboard facilities.
Television		
34 Trailer Compound	50 x 320	Telephone and television transmission and production trailers.
Ticketing		
35 Administration	10 x 10	Office area for 2.
35	8x8 tent	Will call and general information.
Transportation		
Administration		Work area for 1 (see Venue Operations).
Driver Lounge	20 x 20 tent	Lounge for 50, beverages, television.
Venue Operations		
36 Maintenance	12 x 14	Office for 4 and supply storage.
37 Venue Staff Offices	12 x 14 25 x 32	Office for venue manager, 2 assistant managers, secretary/support. Staff work areas each with desk and chair for: Transportation, Olympic Family Services, Ceremonies, Personnel, television coordinator, youth coordinator, usher coordinator, message center.
Spectator Services		
38 Food Service	(2) 10 x 30 tents (2) 8 x 20 trailers	Exterior food sales points Food storage. Public eating area with 10 tables and umbrellas. 40 chairs.
39 Novelty Stands	(2) 10 x 10 tents	Novelty sales points located at main public entry.
40 Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.
Program Stands	4 x 4 cart	Mobile program sales point.
41 Public Information	8 x 8 tent	Outdoor kiosk for 2 persons to provide general information to public.
Public Seating	4,300	19 seats for handicapped spectators and 19 assistants.

7.03.14

Modern Pentathlon

All but one of the events of the Modern Pentathlon competition were held at a single venue, Coto de Caza, located in the Saddleback Mountains in Orange County. Swimming, the only event not held on that site, was conducted at the Heritage Park Aquatic Center in the city of Irvine.

Coto de Caza was easily transformed into an Olympic Modern Pentathlon venue. An existing equestrian center was utilized for the jumping portion of the competition. Fencing took place in a converted 27,000-square-foot covered riding ring. Coto de Caza's 24-target pistol range was built to LAOOC specifications by Coto and the running event took place on Coto de Caza's rolling hills surrounding the Equestrian Center.

Only two of the construction modification projects remained following the Games: a hillside spectator seating section in the equestrian area and a covered pistol range with berms. Both of these projects were financed by Coto de Caza, per its contract with the LAOOC.

All remaining construction was geared toward renovating and adapting the existing facilities to fit the needs of the competition and installing temporary structures to stage the events.

Primary construction tasks were as follows:

Riding competition

Coto de Caza's main riding arena (300-foot by 150-foot) was center stage for the 600-meter jumping course and the final day's cross-country run and medal ceremony. Existing hillside seating was renovated to accommodate 3,500 spectators, with temporary bleachers added to bring the total capacity to 8,000. The LAOOC converted temporary stable facilities to house the 70 horses acquired from private donors for the three weeks of athlete training and competition preparation. Additional practice space was allocated for training and warm-up purposes. Additional construction included the renovation of jumping obstacles, water and bank obstacles inside the main ring, water and bank obstacles for practice outside the venue, the judges stand, horse wash areas, shade structures and chain-link fencing around the stable area.

Bleachers were installed on the western hill and at the north end of the ride. A television platform was placed between two separate bleacher sections. Two additional television platforms were located on the ridge, one at the top of the spectator hill south of the bleachers and the other at the south end of the jumping arena at ground level. The Coto de Caza arena was 142 feet by 285 feet. A 3.5-foot high metal fence around the arena provided a photographers' alley. The judges' tower was modified by adding an inside platform to raise the judges above ground level. A portable toilet was added for the athletes at the entrance to the riding arena.



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Temporary stable facilities were required for 70 horses. Both the training and competition horses were stabled at the venue. The venue was subject to extreme afternoon heat and ventilated shade structures were built for the stalls and the area around the stalls.

Running competition

The 4,000-meter course crossed numerous privately owned properties at Coto de Caza. The course was staked and taped on both sides to produce a four-meter lane for the athletes. Preparing the course involved manicuring 2.5 miles of the running course and filling four road crossings with dirt. Swiss Timing provided the necessary electronic timing system, and the federation provided an unofficial points timer for early results and unofficial standings. A scoreboard kept the leading competitor's running time. For the handicapped start, a concentric clock, provided by the U.S. Modern Pentathlon Association, was used to plot the starting times.

Fencing competition

Coto de Caza's existing riding arena was converted into a 27,000-square-foot air-conditioned fencing hall: Gray carpeting was installed over the compacted and leveled dirt floor, new light and temporary air-conditioning were installed and fabric walls totally enclosed the structure. Temporary bleachers accommodating up to 2,000 spectators overlooked the 12 pistes of epee fencing, which provided the only head-to-head confrontations of the modern pentathlon. A raised judges' platform was constructed on the east side of the arena. A manual competition scoreboard, shade structures and fans were in place for the spectators. The armorers' tent was surrounded by security fencing and a fencing equipment storage container was located near the armorers' tent. The athlete rest area was also fenced, separating it from the horse areas.

46 Coto de Caza is well equipped for Olympic modern pentathlon competition, with space for all disciplines within a close-by area.

47 The existing riding ring at Coto de Caza provides the initial challenge for competitors in the modern pentathlon.

The fencing hall was air-conditioned by a cooling coil truck parked in the service yard south of the hall. The air handlers were placed just outside the railing of the east wall of the fencing arena. Two hundred tons of cooling was supplied to the competition area.

Shooting competition

Coto de Caza allocated funds to modify the practice range and to build the new range used for competition. The LAOC constructed the facilities to Olympic specifications.

Coto de Caza increased its skeet-trap-pistol area with a 24-point, 25-meter International Rapid Fire pistol range. An asphalt chute with a 3.5-foot-high metal fence on both sides was installed at the east side of the building for use by the coaches. Spectators were

allowed to stand behind the coaches. A shaded, standing area for 500 spectators was created and a closed circuit television system was installed to transmit target faces from down-range into the spectator area. The rest rooms were located against a fence for ease of servicing. A 20-foot by 20-foot staff tent was located at the shooting site and another tent, utilized by venue management, was located by the pistol storage room.

Shade structures were provided for the athletes at both the competition and practice ranges. The practice range targets were stationary and were used for target warm-up on the competition day.

Additional construction involved competitor booths and tables, range berms, target backing frames and artificial carpet installation.

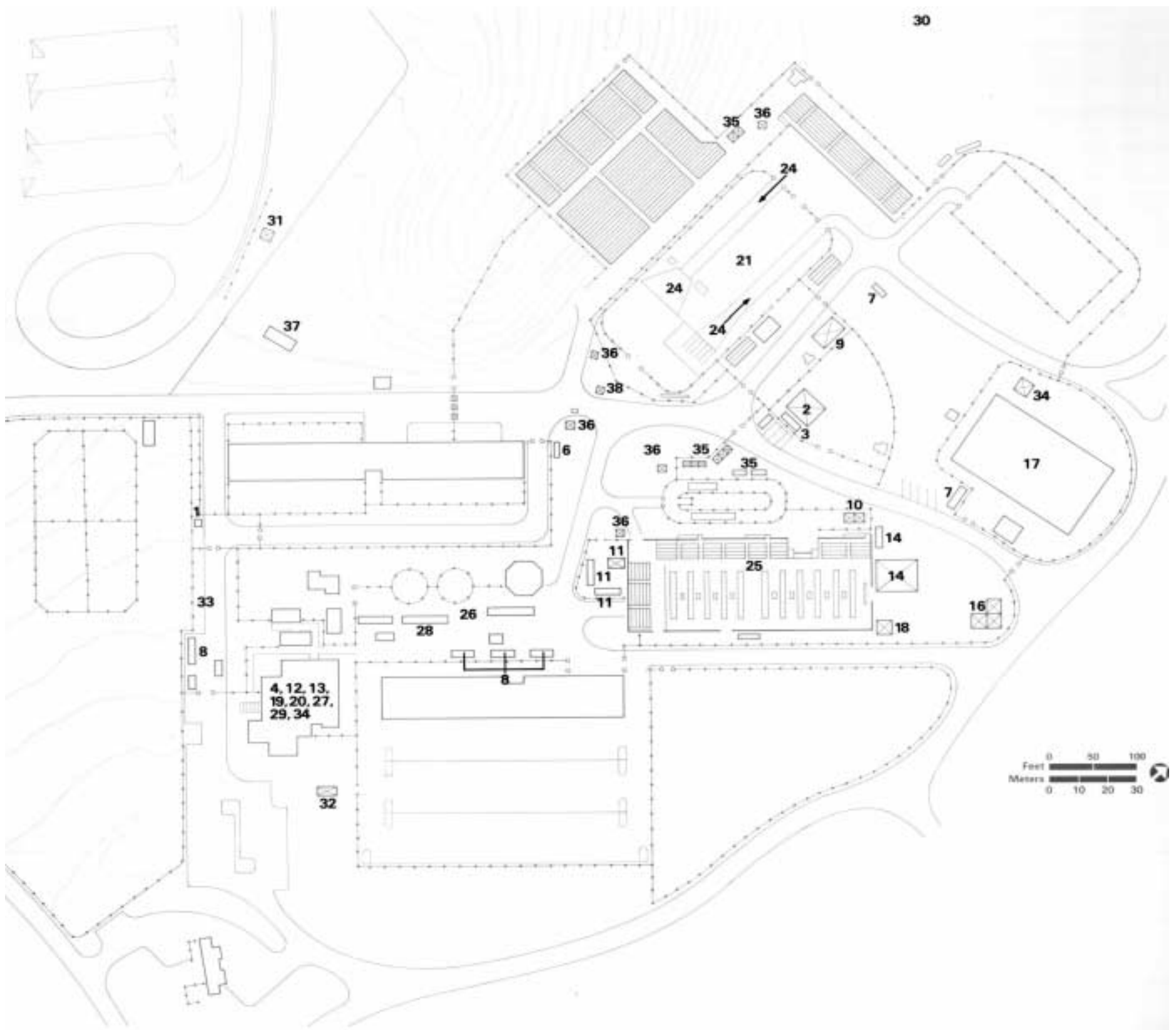
Swimming competition

The swimming event was held at the Heritage Park Aquatic Complex in Irvine. Two 10-foot-square tents were erected in the southeast corner of the pool deck to shade the results area. Temporary bleachers were added to increase existing spectator seating to 4,500 and Swiss Timing equipment was installed, featuring a touch-pad system and a results scoreboard.

Overall transport planning for the Modern Pentathlon events was almost as important as the planning for the competitions themselves. When the LAOC estimated the spectator capacity of the Coto de Caza site, it was found that the single, two-lane entry road to Coto de Caza was a

limiting factor. It was decided that the most efficient way of getting the large spectator population to the venue was to arrange a large, easily accessible parking lot outside the entry road to Coto and shuttle spectators from the parking lot to the events. The shuttle system reduced inconvenience to Coto residents and moved more people in and out of the venue than would have been otherwise possible. A fleet of 18 buses shuttled spectators and staff which was more than adequate for the venue's needs.

Site plan for run, fence, and ride events of modern pentathlon; roof removed from fencing building



Architecture and Construction

On the final day of competition, 4,000 spectators arrived to watch the shoot, an event that could accommodate only 1,000 spectators. Because the shuttle buses were the only means by which the people could get to the event, a reduction in the shuttle service controlled the crowd.

The LAOOC, through a financial agreement with Coto, built a new road through an area slated for subdivision by Coto. This road was built in part so the shuttle system could bring spectators up the hill to watch the ride and run. Decorative scaffolding and a mural were erected in the center of the shuttle bus drop-off loop to herald arriving spectators. A drivers' tent was situated near the bus drop-off for the ride and run events and five barrel tents were used to shade spectators waiting for the shuttle.

Spectator, staff and Olympic Family parking lots were graded and landscaped.

A helicopter landing pad was located a quarter-mile south of the conference center on the baseball field. This was available in case of a medical emergency and for use by VIPs or other dignitaries.

To secure the competition area, 15,000 linear feet of chain-link fencing was erected around the entire venue at Coto de Caza. Fencing was also constructed at the swimming site. The fence fabric contractor and the Look installer worked together to complete fence fabric installation. An on-site building was used as a Look warehouse and storage space there was also used by the host broadcaster.

A spectator picnic area was located south of the conference center. The area was fenced, mowed and watered. A hospitality tent, barbeque and a country and western band entertained spectators during the breaks between the two sessions of the ride, shoot and run.

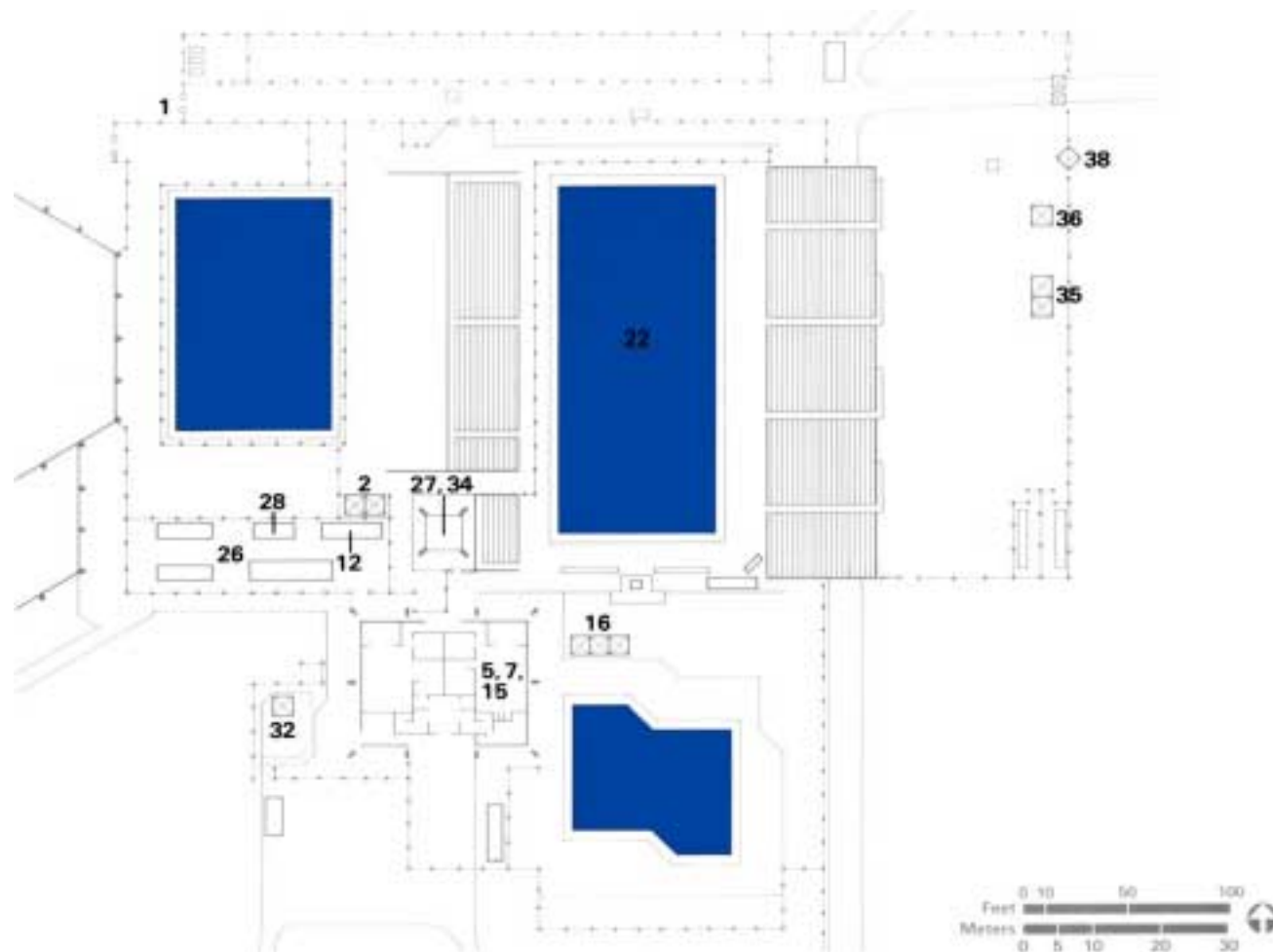
Other construction projects at Coto included installation of the following: complete electrical systems at all sites, complete water service at all sites, concession stands, water fountains, approximately 100 coin-operated telephones and 100 portable toilets.

The Look of the venue included rented trees which lined the Astroturf walk

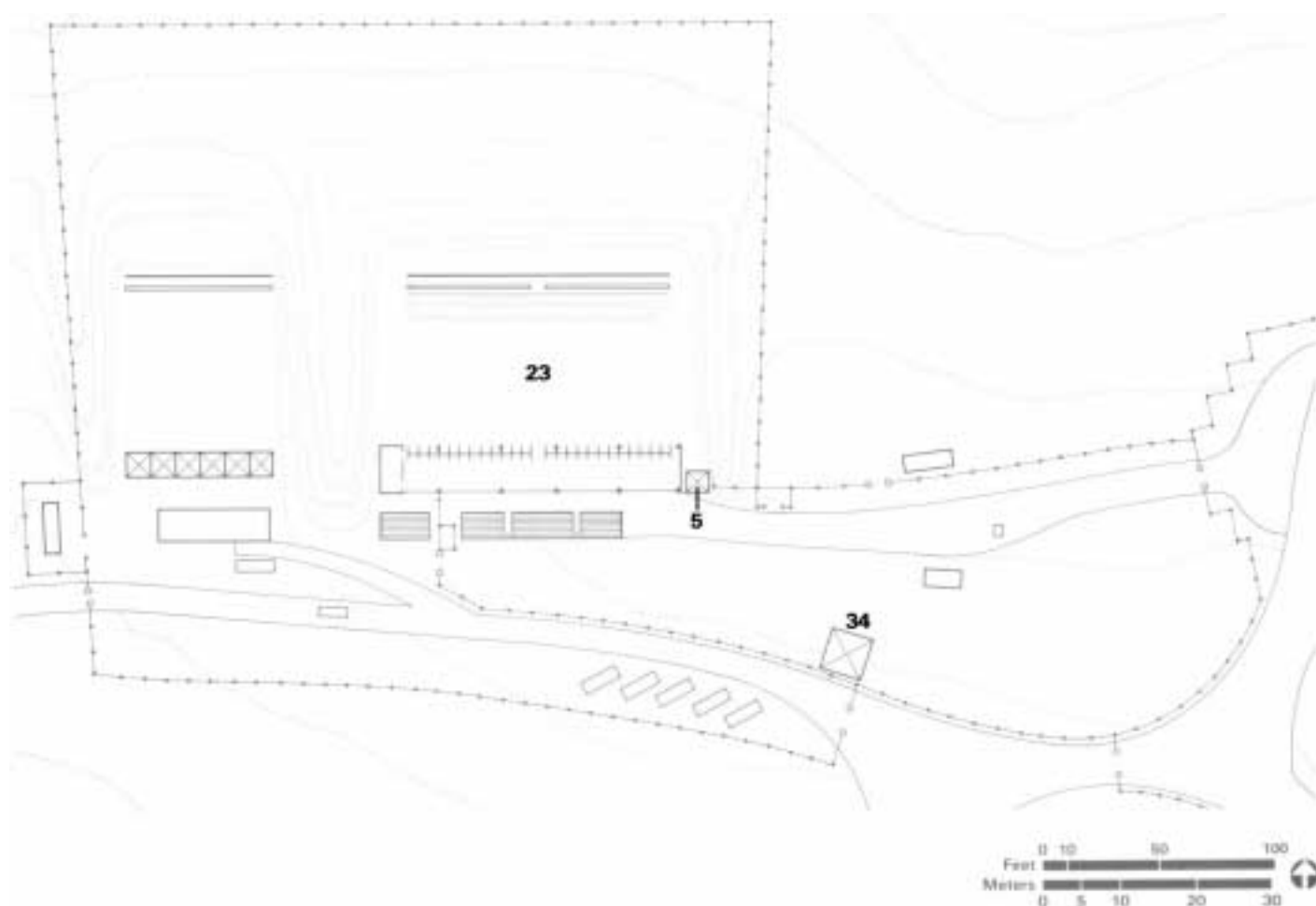
from the entrance to the event. Also, flower masses welcomed spectators at the entrance. At the shooting area, Astroturf covered the ground in front of the shooters and the earth berms were sprayed with a green mulch.

The staff entry was adjacent to the horse barn. Horse owners and LAOOC staff mingled in this area. LAOOC security staff shared space with other law enforcement agencies and a dispatch center in a 60-foot trailer which was located north of the conference center. The conference center was utilized by the sports management and finance staff.

Site plan for swimming event of modern pentathlon; roof removed from support facility building



Site plan for shooting event of modern pentathlon



Modern Pentathlon

Introduction Competition in Modern Pentathlon took place at Coto de Caza, a resort community with existing facilities for shooting and riding competition. Other on-site facilities were adapted to create fencing and running facilities. The swimming portion of the Pentathlon took place at Heritage Park which had a 50 m pool. Described here are the 5 separate facilities, by discipline, for the pentathlon competition. At Coto de Caza, the riding, fencing and running facilities were adjacent to one another; the shooting facility, also at Coto, was located 3 miles away and certain temporary facilities were established exclusively for shooting. The swimming facility was approximately 20 miles from Coto de Caza. Fencing, riding and running had temporary facilities dedicated to them for the day. Each discipline had its own competition staff, but shared support staff.

Department/Function	Space Use (in feet unless noted)	Notes
Accreditation		
1 Staff Entry	20 x 20 tent	Staff entry, badge issue, storage and distribution point: Work area for 12. Staff entry for all disciplines except swimming
1	10 x 20 tent	Office for 2 (see Venue Operations). Staff entry, badge issue, separate entry gate, distribution point for the swimming event.

Food Service		
Administration		
2 Eating Area/Lounge	30 x 40 tent	Lounge for 80 venue staff at running, riding and fencing with television, beverage service.
2	10 x 20 tent	Lounge for 30 at swimming site.
3 Storage	8 x 40 trailer	

Finance		
4 Audit, Cash Control	15 x 19	Office area for 6 Finance staff.

Health Services & Medical Control		
5 Doping Control	20 x 20	Hotel room. Athletes transported here after competition in fencing and running. Toilet and handwash facility in place, waiting area for 9.
5	40 x 40	Sample collection area at swimming with toilet and handwash facility. Waiting area for 9.
5	10 x 20 tent	Testing area at shooting site. Only breath samples collected here.
6 Spectator First Aid	8 x 30 trailer	Mobile first aid facility moved to discipline and site on its respective competition day.
7 Sports Medicine	10 x 30 trailer	Waiting area for 6; refrigerator, watercooler, ice maker; 2 examination treatment areas, 4 treatment tables, 2 oxygen units.
7	40 x 40	Existing locker area used at swim site for sports medicine with refrigerator, water cooler, ice maker, examination and treatment area.
7	10 x 30 tent	Station at the riding site with examination area and waiting area for 5.
Veterinary Medicine		Veterinary care and doping control all conducted in stabling area.

Material Acquisition & Distribution		
Administration		
8 Storage	10 x 40 trailer	Additional 5-ton van and 20-foot cargo vehicle for storage and movement of supplies to swimming and shooting sites.
8	(3) 8 x 27	Containers.

Olympic Family Services		
Administration		
9 Hosting	20 x 30 tent	Table and chairs for 50, television, snack and beverage service. No hosting area at swimming or shooting site.
Language Services		Office for 1 (see Venue Operations).

Personnel		
Administration		
		Responsible for payroll, timekeeping and staff scheduling. Office area for 3 (see Venue Operations).

Press Operations		
10 Interview Room	20 x 20 tent	20 seats, elevated interview platform. No facilities at swimming or shooting sites.
Press Seating		
		Riding: 75 without tables. Running: 75 without tables. Fencing: 75 without tables. Swimming: 75 without tables. Shooting: 20 standing.
11 Sub-Center	(2) 10 x 45 trailers	20 working places, staff offices for 3. No working area at swimming or shooting sites.
11	20 x 20 tent	Press lounge for 20, beverage and snack service.

Security		
12 Command Center	9 x 18 trailer	Mobile unit for 6; moved daily to facility in competition.
12	15 x 19	Dispatch room, office, conference room, television, storage closet.

Sports Administration		
Federation Services		
13 UIPMB Offices	22 x 30	Conference table for 16.
14 Conference Room/Jury Room	34 x 38	Conference table, VCR equipment.
Athlete Services		

14 Equipment Storage	8 x 27	Containers for storage.
	40 x 50	Fencing armory and equipment repair tent.
15 Locker/Shower	40 x 40	Existing locker/shower facility at swimming site only.

16 Lounge	(3) 20 x 20 tents	Table and chairs for 40, message center, with beverage service for riding, running and fencing site.
16	20 x 60 tent	Lounge for 40, beverage service, swimming site.
17 Stables	(80) 10 x 10	Temporary stables.
	15 x 20	Horse wash-down area.
18 Toilets	20 x 20 tent	3 portable toilets, handwash facilities.
19 Information Center	20 x 20	Individual team mail boxes.

Competition Management-Arena		
20 Commissioner's Office	20 x 24	Office for 2, conference table for 20.
20 Sport Manager's Office	15 x 19	Office for 2.
Field of Play		

21 Riding Course	150 x 285 arena	600-meter course, 15 obstacles, arena is start/finish point for the run.
	12 x 20	Elevated judges platform for 10.
	100 x 200	Warm-up arena for the ride.
22 Swimming	50 meters	Pool with 6 lanes; each lane with touch pads, start and timing equipment, starting blocks.
	30 meters	Warm-up pool, adjacent to competition pool.
23 Shooting	75 x 150	25-meter range with 24 targets.
23	20 x 140	Shade structure for athletes at shooting line, 3 chairs per shooter, 24 weapons benches, 24 individual booths.
23	73 x 95	25-meter practice range, 24 booths, 24 weapons, benches, 48 chairs.
	12 x 72	Shade structure at practice range.
	28 x 48	Pistol storage compound with 8 x 27 lockable container.

24 Running	4000 meters	Course marked with tape on both sides, 4 meters wide, start/finish in the riding arena. 70 meter incline. Finish line 12-foot wide, 2 start lanes.
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25 Fencing	27,000 square feet	Air-conditioned arena with 12 pistes, each 6 x 58.4 chairs per piste for officials, 10 chairs for athletes, scoring and timing equipment, batteries, 12 feet between pistes.
	12 x 20	Elevated judges platform.

Television		
26 Trailer Compound	80 x 240	Telephone and television transmission and production vehicles at riding and running center. No facilities at shooting, three vehicles at swimming. Compound also used for venue storage.

Technology		
27 Message Center	10 x 15	Communications and message receiving center for staff and officials.
27	16 x 16	Message center at swim site.

28 Results	12 x 60 trailer	Results output, photocopy and distribution center. Office area for 10 sponsors/vendors. 3 LAOC staff. Used for all disciplines.
Swiss Timing	8 x 27	Temporary storage container. 8-foot table for equipment at riding, running and swimming sites.

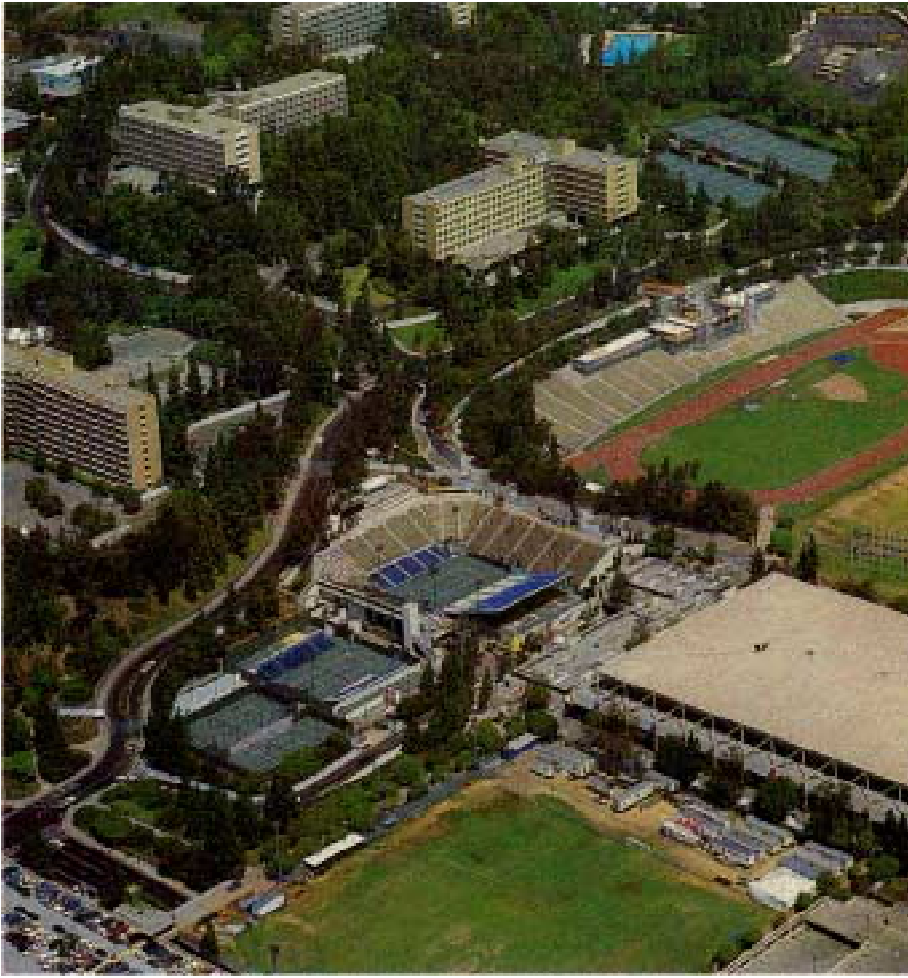
29 Telecommunications	10 x 15	Venue telephone switchboard facilities.
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Ticketing		
Administration		
30 Information	10 x 10 tent	Office area for 4 (see Venue Operations). Ticket information and will call. No on-site ticket sales.

Transportation		
31 Administration	20 x 20	Vehicle dispatch point.
32 Driver Lounge	20 x 20 tent	Lounge for 40, television, beverages.
32	10 x 10 tent	Lounge for 10 at swimming site.

Venue Operations		
33 Construction	12 x 60 trailer	Office for 7. Storage area for maintenance, material supply and construction. Venue manager office. Material Logistics office. Accreditation office.
34 Venue Staff Offices	20 x 20 tent	Venue management, staff lounge, message center at shooting site.
34	20 x 20 tent	Venue operations management at ride, run and fencing sites.
34	24 x 36	Office for Protocol 2. Ticketing 4, Personnel 1, Food Service 3, Language Services, Support 3, competition managers, staff and information center.
34	10 x 10	Office for 5 staff for venue manager, Finance, Construction, swimming site.

Spectator Services		
35 Food Service	(6) 10 x 10 tents	Food sales point for public. 2 tents moved to swimming on competition day.
36	(4) 10 x 10	Beverage stands.
35	(2) 8 x 30 trailers	Food storage.
36 Novelty Stands	(5) 10 x 10 tents	One tent moved to swimming site on competition day.
37 Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service. No trailer at swimming site
Program Stands	(4) 2 x 4	Portable sales points for programs. One cart moved to shooting site and swimming site on their competition days.
38 Public Information Public Seating	8 x 8 tent	Tent moved daily to site for competition day. Fencing: 2,000 Shooting: 1,000 (standing only) Riding, Running: 7,000 Swimming: 4,000



48

48 The new Los Angeles Tennis Center is in place in time for the Games and is host to the demonstration sport of tennis during the Games. The Olympic Village at UCLA rises in the background.

**7.03.15
Tennis**

Competition in the demonstration sport of tennis took place at the Los Angeles Tennis Center (LATC) at the University of California, Los Angeles. Four courts were used in the competition with a seating capacity of 10,000 (7,000 at center court).

Plans were under way for the construction of this tennis facility long before the LAOOC chose the LATC as the tennis venue. Construction began in December 1982 and was completed in the spring of 1984 in time to host the National Collegiate Athletic Association (NCAA) Women's Tennis Championships.

Since the facility was designed for tennis, it was not necessary to modify the competition aspect of the facility except to allow for a greater number of spectators at the two primary courts. The Construction Department contracted for temporary seats for the LATC: 1,513 bench seats and 504 box seats around the center court and 1,128 bench seats around court number two. Several rows of permanent seating were removed from center court to provide seating for the handicapped. A press area was built in the southeast corner of the center court and included power and communication lines. Three light standards were removed from the southwest, northwest and northeast corners of the center court to provide unobstructed spectator viewing.

Nine new gates around the perimeter of the facility were built: three single, five double and one sliding. An eight-foot-high venue fence was built around the perimeter to restrict access from Circle Drive West, Bruin Walk and the gymnastics venue in Pauley Pavilion.

A staff check-in area was built on the western corner of the venue by creating a limited access gate, a wooden deck raised off the ground and several 4-foot by 4-foot and 8-foot by 8-foot tents. A mixed-zone press area was created using three 8-foot square tents several yards to the north of the check-in area.

Concession tents were placed near the east entrance to the venue, the northwest corner of the venue above the center court seats and in the northeast corner adjacent to Bruin Walk. All three of these concession points utilized Festive Federal colors and sonotubes. Concession facilities on the concourse around adjacent Pauley Pavilion were also accessible to tennis spectators.

The will-call and public information tent was erected next to public entry number two in the southeast corner of the venue. Program and novelty positions were established near both public entries along the eastern edge of the venue. Portable toilets were brought in and situated behind the temporary bleachers on the east side of the center court.

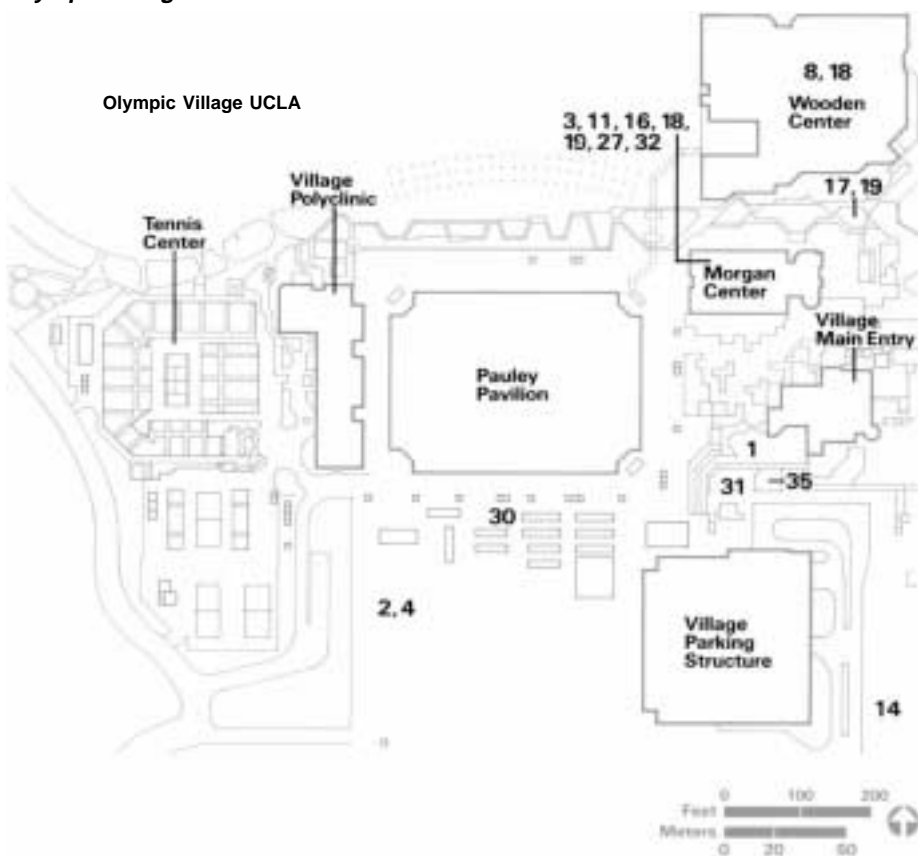
Temporary modifications were made to both the clubhouse and the storeroom areas beneath the north center court seats to accommodate the staff required to run the tennis competition. On the first floor of the clubhouse, offices were created for health services, technology, results, referees, competition administration, message center, sports manager, protocol, transportation, security, language services, International Federation officials and

communications staff. This required little actual construction, mainly additional electrical and telephone lines. The second floor of the clubhouse was used primarily as the Olympic Family lounge. The main room on this floor was divided into several areas of use by installation of rigid wood partitions. Entry to the lounge was through a small alcove used by the Security Department. The storeroom area under the center court's seats was cleared of extra material in order to establish additional LAOOC venue staff offices. Using wood partitions, Construction built offices for concessions administration, construction, materiel supply, awards and ceremonies, patron services, food services, ticketing, finance, security, personnel and venue management, a conference room and a staff lounge. Power, lighting and telephone services were brought in to make these offices operational. The entire concrete floor of the storeroom was carpeted.

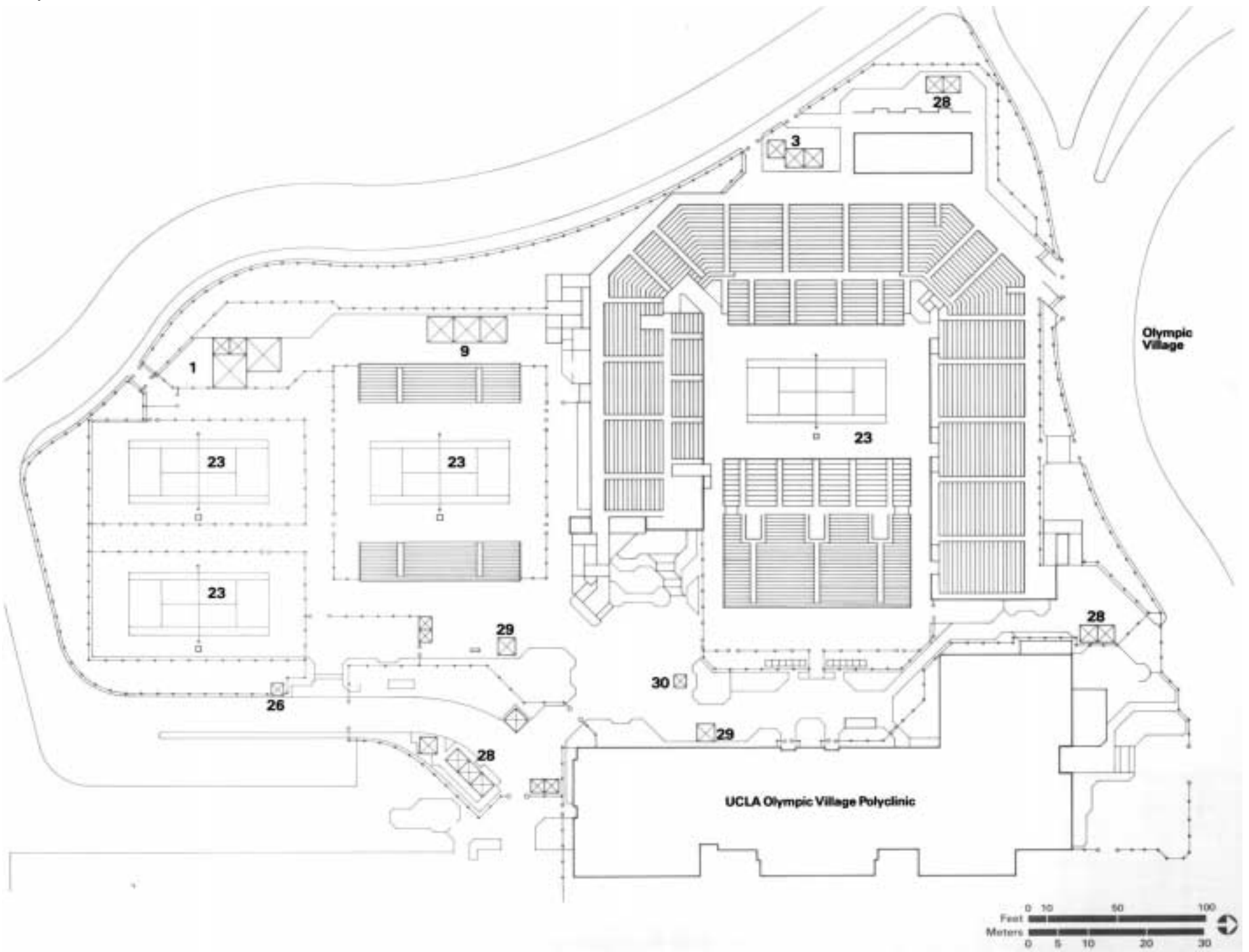
Temporary structures built by the LAOOC were done in keeping with the Look of the Games using Festive Federal coloring. Bunting and banners were draped over both temporary and permanent seating at courtside. Colorful pennants flew from flagpoles at the top of the grandstand seating. Olympic flags flew from three flagpoles placed in front of the entrance to the clubhouse. Additional pennants flew from the stairway ascending to the top of the clubhouse with the top of the building capped by several oversized magenta tennis pictograms. Colorful bedding plants were placed in the terraces around the clubhouse to complement the festive coloring of the temporary and permanent structures.

Working with the university, the Construction Department achieved a true festive atmosphere while maintaining the facilities' ability to host quality tennis competitions. With the success of the Olympic tennis competition still in mind, the university decided to keep several of the modifications that the LAOOC made for the benefit of future users.

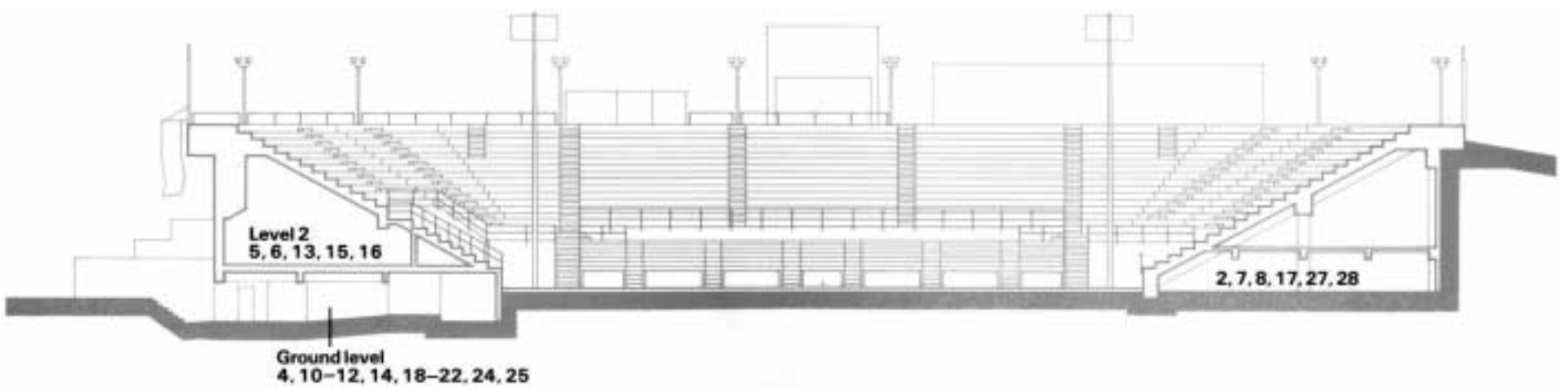
Tennis, gymnastics and UCLA Olympic Village locations



Site plan of tennis facilities



Enlarged section of the Los Angeles Tennis Center's center court looking west





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49 The Los Angeles Tennis Center is well received by spectators who saw competition in men's and women's singles during the Games.

50 The tennis venue is located directly adjacent to Pauley Pavilion, site of gymnastics. This view is from the seating area reserved for the press.

49

Tennis			Press Operations			Technology		
Introduction	The Olympic tennis venue was built for temporary use during the Games and for ongoing use as a college athletics facility. Parking and press facilities were shared with gymnastics and the Olympic village at UCLA. Administrative offices were established in an existing Z-story clubhouse and a converted storage area.		9 Mixed Zone/ Sub-Center	20 x 60 tents	11 work stations, 30 seats, sound system - stories filed at press center in Ackerman Union on UCLA campus.	24 Message Center	8 x 16	Communications and message receiving center for staff and officials. Chairs for 4, radio base station.
Department/ Function	Space use (in feet unless noted)	Notes	Press Seating	182	138 positions with desks, 44 without.	25 Staff Office	30 x 33	Office for 3 technology staff. 12 sponsor/vendor work areas, results output and photocopy, radio issue and recharging.
Accreditation			Security			25	10 x 22	Results input office for 6, 6 computers.
1 Staff Entry	(2) 20 x 20 tents	Staff entry, badge issue, storage and distribution point. Work area for 8.	10 Command Center	12 x 14	Office area for G.	Ticketing		
Food Services			10	12 x 14	Office for 1.	26 Information	8 x 8 tent	Will-call and ticket information tent. No on-site sales.
Administration		Office for 2 (see Venue Operations).	Sports Administration			Venue Operations & Administration		
2 Lounge	20 x 32	Lounge for 30, beverage service, television.	Federation Services			27 Venue Staff Offices	24 x 52	Work area for department staff: 2 Construction, Awards, television coordinator, 2 Materiel Supply, 2 Ticketing, 2 Food Service, 2 Finance, 2 secretary/support. Security.
Storage/ Distribution	(2) 10 x 44 trailers	Shared with gymnastics. located on Spaulding Field (see gymnastics).	11 ITF Office	12 x 16	Office for ITF president and 4 guests.	27	(2) 8 x 12	Private office for venue manager, assistant manager.
Health Services and Medical Control			Athlete Services			Spectator Services		
3 Spectator First Aid	(3) 15 x 15 tents	Waiting area for 10, treatment area, storage area; refrigerator, television, hand-washing facilities, toilets, 4 staff.	12 Conference Room	200 square feet	Meeting room for 12.	28 Food Service	(8) 10 x 10 tents	Food and beverage sales points.
4 Sports Medicine	18 x 33	Waiting area for 8; treatment area with 3 tables, refrigerator, ice machine, television, observation area.	13 Equipment Repair	10 x 16	Work bench for 2; racket stringing facilities.	28	10 x 10	Office for concession/coordinator.
Materiel Acquisition & Distribution			14 Locker/Shower	(2) 16 x 24	Existing facility; 3 showers, 2 toilets: men's, women's	29 Novelty Stands	(2) 10 x 10 tents	Novelty sales point.
Administration		Office space for 2 (see Venue Operations).	15 Information/ Check-in	10 x 10	Tournament desk for 4 at athlete entry.	Post Office	24 x 26 trailer	Sales and service point for U.S. Postal Service.
Olympic Family Services			16 Lounge	16 x 32	Chairs for 13, television, video games.	Program Stands	(3) 2 x 4	Portable program stands.
Administration		Desk for 1 protocol staff in competition office (see Sports Administration).	Competition Management			30 Public Information	8 x 8 tent	General spectator information.
5 Hosting	26 x 46	Existing lounge facility for 30: beverage service, television, desk for 2 protocol staff, outdoor patio with umbrellas and chairs for 26. Existing 12 x 20 kitchen adjacent.	17 Ball Boy/Ball Girl Lounge	24 x 32	Lounge area for 28.	Public Seating	7,000 1,128	Center court. Temporary seats for court number 2; none for courts 3 and 4.
6 Language Services	10 x 10	Office for 1, waiting area for 5	18 Commissioner's Office	12 x 16	Office for 1, 4 guests, television.	Field of Play		
Personnel			19 Competition Staff	14 x 20	Office for competition director, assistant director, sports manager.	23 Courts		
7 Administration	16 x 20	Office for 4; responsible for payroll, timekeeping and staff schedules.	20 Conference Room	14 x 16	Meeting area for 10.	4 courts used for competition with the following:		
8 Conference Room	10 x 14	Conference room for 10.	21 Head Linesman/Umpire	10 x 20	Office area for 2.	1 umpire chair with microphone.		
			22 Reception Area	8 x 14	Office for 1, waiting area for 3; adjacent to ITF and commissioner's office.	1 referee.		
						2 baseline judges.		
						1 service line judge.		
						2 near sideline judges.		
						2 center service judges.		
						1 net judge.		
						2 far sideline judges.		
						6 ball retrievers.		
						1 scorer's table.		
						4 chairs for players.		
						1 water cooler.		

7.03.16 Water Polo

Olympic water polo competition was held in the Raleigh Runnels Memorial Pool on the campus of Pepperdine University in Malibu, California. The pool facility was opened early in 1975. This facility was chosen as the venue for water polo because of the availability of a suitable 50-meter swimming pool, adequate office and locker room areas in the adjacent Firestone Fieldhouse and Heritage Hall for athletes, venue management and staff and parking. As a bonus, the spectacular beauty of the Malibu area near the Pacific ocean was a perfect backdrop for the water polo competition.

The major drawback was that the design of the swimming pool did not meet FINA regulations for an Olympic-caliber water polo pool, as pool depth decreased to 4 feet at the west end. To overcome this problem, the LAOC received permission to make the length of the water polo field of play one foot shorter than its ideal dimension (30 m) while, at the same time, shutting off the water overflow system and allowing the pool water level to rise to the edge of the deck surrounding the pool. These alterations to the field of play gave the pool the required minimum depth of 1.8 meters in the area of competition. With the addition of a decorative canvas screen behind the west goal, a shallow warm-up area was created for the competitors. Raised wooden decks were built on either side of the pool and were used as team benches and for the referee evaluation committee.

Temporary grandstand seating for 5,000 spectators was erected on the north side of the pool. Adjacent to these seats, a platform for handicapped spectators was constructed to accommodate 20 wheelchair-bound spectators and their attendants. On the south side of the pool, grandstands were constructed for VIP guests, spectator athletes and the press. Platforms were built at the back of the press seating to accommodate world broadcasters and camera positions. Shade structures were erected to protect the judges and technical delegates table alongside the pool. Another shade structure was added to protect the commentators.

Adjacent to the pool on the south side of the gymnasium was Firestone Fieldhouse. This building contained locker and shower facilities for athletes, as well as medical and recreation facilities. An athletes' lounge, a rest area and team meeting rooms with provisions for food services were constructed in the gymnasium. Lounges for staff and officials and offices for the FINA Technical Water Polo Committee were located in the fieldhouse. These areas were separated by eight-foot-high wooden partitions or piping and drapes. Carpeting was brought in to make the offices more commodious. LAOC offices were also placed in Heritage Hall, just beyond the fieldhouse.



51

A trailer compound was established in the south corner of the facility for the host broadcaster, telephone utilities, catering and other trailer-oriented operations. Other trailer operations and office supplies were located east of Heritage Hall.

Numerous chain-link fences and gates were temporarily constructed on the site to restrict entry to specific controlled zones and buildings. Access control tents were placed at entrances to the athlete bus compound, Heritage Hall, Firestone Fieldhouse and all non-spectator entries to the pool area. Tent structures were also constructed for the press, VIP hosting, concessions and for a drivers' lounge.

The only drawback to the water polo facility was the lack of permanent restroom facilities for staff and spectators. Temporary and portable facilities were used but were not well received.

An intensive effort was made to make the facility into a showpiece for the Look of the Games. Sonotube structures containing numerous flowering plants were placed around the pool area to complement the existing landscape design. In the spectator area, 40 Look shade structures (10-foot by 10-foot) were placed next to the food concession tents to provide protected seating areas. Country flags of the competing nations were flown from the back of the temporary grandstand. The crowning glory to the Look at the water polo venue was the construction of a 105-foot theme tower. Composed of three primary elements, the scaffold tower and two long banners strung on guide wires were situated behind the south end of the pool area.



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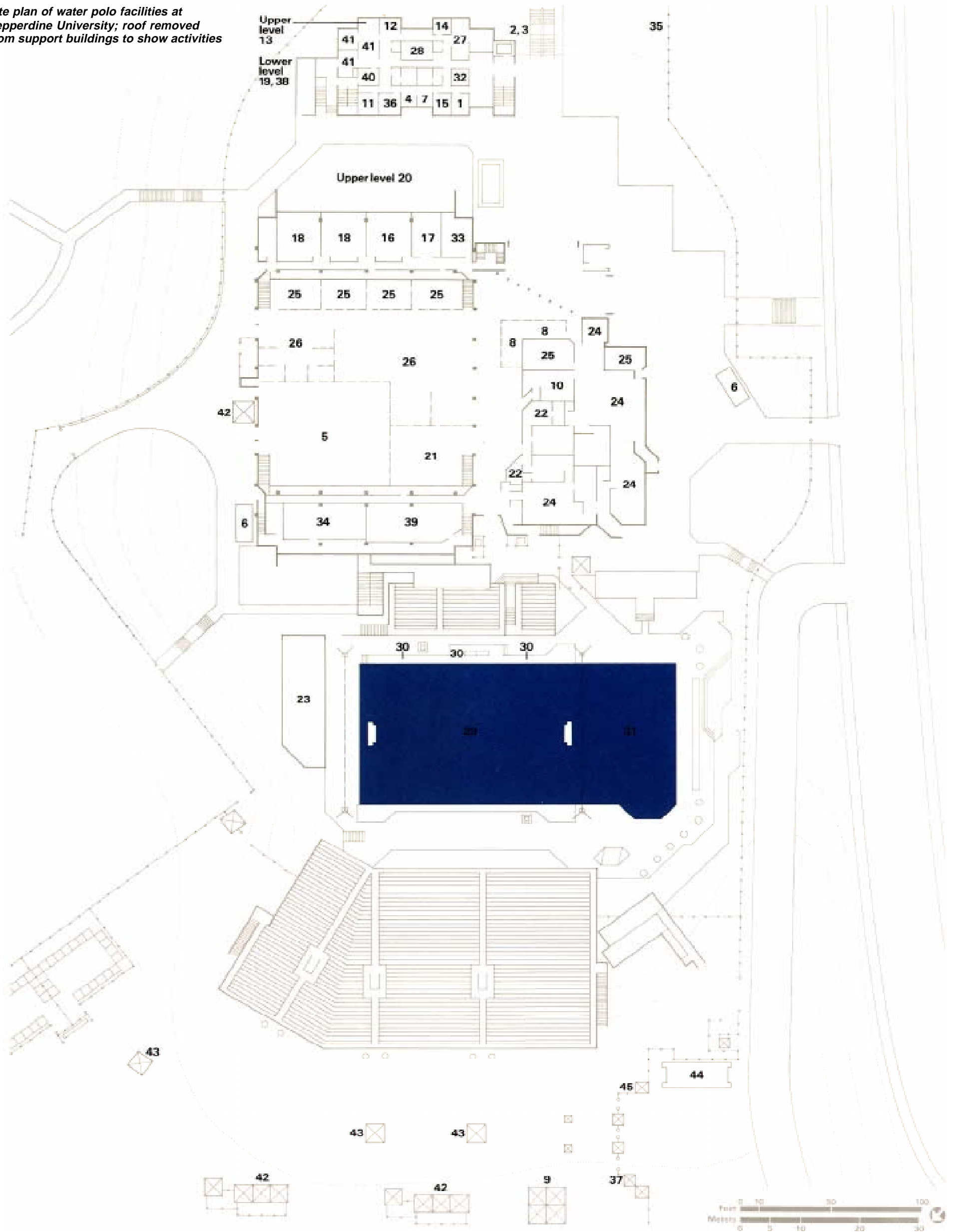
Having had the benefit of a 1983 pre-Olympic event in the III FINA Water Polo Cup, the water polo venue required no last-minute changes to the construction plan.

Tear down at the venue began on 14 August and was completed within a week.

51 Scenic Pepperdine University in Malibu, California is the site of Olympic water polo and incorporated temporary facilities including bleachers shown here.

52 Spectators viewing the water polo competition also had an impressive view of the nearby Pacific Ocean.

Site plan of water polo facilities at Pepperdine University; roof removed from support buildings to show activities



Water Polo

Introduction	Water Polo competition took place at Pepperdine University. An existing 50-meter pool was slightly modified for the competition. All spectator facilities were installed on a temporary basis while all athletes and officials' facilities were located in the gymnasium, and an office building in close proximity to the competition pool.	
Department/Function	Space use (in feet unless noted)	Notes
Accreditation		
1 Administration	10 x 10	Office for 1.
2 Guest Entry	10 x 10 tent	Olympic Family entry point.
3 Staff Entry	10 x 20 tent	Staff entry, badge issue, storage and distribution point. Work area for 4; 40 individual storage lockers.
Food Service		
4 Administration	6 x 10	Office for 1.
5 Eating Area/Lounge	50 x 75	Tables and chairs for 90.
6 Storage and Distribution	(2) 8 x 20 trailers	Athlete and staff food distribution and storage.
Finance		
7 Audit, Cash Control	6 x 10	Office for 2.
Health Service		
8 Doping Control	714 square feet	Waiting area for 20, 2 refrigerators, desk, portable toilet, 2 handwash facilities, processing area for 6.
9 Spectator First Aid	20 x 20 tent	Waiting area for 10, refrigerator, television, handwash facilities, 2 examination tables.
10 Sports Medicine	16 x 27	Waiting area for 10; 2 treatment tables, refrigerator, television, water cooler, 4 massage tables, work area for 6.
Material Acquisition & Distribution		
11 Administration	10 x 10	Office for 3.
Storage	10 x 40 trailer 10 x 25 trailer 10 x 20 truck	Main storage facilities.
Olympic Family Services		
12 Administration	6 x 8	Office for 1.
13 Hosting	25 x 35	Lounge for 125.
14 Language Services	8 x 8	Office for 1.
Personnel		
15 Administration	10 x 10	Office for 2; responsible for payroll, timekeeping and staff schedules.
Press Operations		
16 Interview Room	24 x 27	20 chairs, elevated platform for 6.
Photo Positions	25 positions	Alongside pool on deck level.
Press Seating	48	33 positions with desks. 15 without desks.
17 Staff Offices	16 x 24	Office for 2.
18 Sub-Center	(2) 24 x 28	20 work stations, telex, telecopiers, typewriters.
Security		
19 Command Center	400 square feet 15x30	Office for 9. Office for 8.



53

53 Temporary facilities in Festive Federal colors decorate the Pepperdine campus at the entry point for water polo spectators.

Sports Administration

Federation Services		
20 FINA Offices	(3) 112 x 18 12 x 12	President, secretary-general's office. Technical Committee office.
21 Lounge	30 x 50	20 chairs, television.
22 Referees/Officials' Dressing Room	8 x 10 and 12 x 15	Existing shower/dressing room.
Athlete Services		
23 Equipment Storage	20 x 30	Storage for practice and competition equipment.
24 Locker/Shower	4	Existing locker rooms varying in size from to 1000 square feet.
25 Team Meeting Rooms	(6) 14 x 25	Each room with 20 chairs.
26 Lounge/Athlete Rest Area	2500 square feet	60 chairs. 10 tables, information desk, television. 14 cots in semi-private area.
Competition Management		
27 Commissioner's Office	12 x 14	Office for 3.
26 Conference Room	8 x 18	Conference room for 8.
Field of Play		
29 Competition Pool	20 m x 30 m	Both ends of pool have 30 m ball screen behind goal nets.
30 Referee Deck	1.5 m x 30 m	Platform at poolside.
Officials	2 x 12	Officials' seating for 10 at poolside.
Team Seating	(2) 2 x 8	Team benches.
31 Warm-up Area	40 x 75	Far end of competition pool.
Technology		
32 Message Center	12 x 12	Communications and message receiving center for staff and officials.
Results	6 x 18	Results input area, 10 staff, 4 personal computers at poolside.
33	17 x 20	Results output, photocopying and distribution area.
	10 x 10	Storage.
34 Staff Offices	20 x 34	Staff office for 4; radio charging and distribution. Sponsor/vendor work area for 10.
Swiss Timing	17 x 20	Storage area.

Television

35 Trailer Compound	60 x 220	Television and telephone transmission and production vehicles.
Ticketing		
36 Administration	10 x 10	Office for 1.
37 Information	7 x 7 tent	Ticket information and will call.
Transportation		
38 Administration	6 x 8	Office for 1.
Drivers' Lounge	20 x 20 tent	Rest area for drivers; water cooler and toilet facilities.
Parking	2,340 spaces	
Venue Operations		
39 Construction	10 x 14	Office for 3.
40 Maintenance	8 x 8	Office for 1.
41 Venue Staff Offices	(4) 7 x 9 and 10 x 10	Office for venue director, 2 assistant directors, 2 administration.
42 Food Service	(2) 10 x 30 tents	Food and beverage sales to public.
42	(2) 10 x 10 tents (4) 12 x 60 trailers	Food and beverage sales. Food storage.
42	15 x 15 tent	Food sales for press, VIPs
43 Novelty Stands	(3) 10 x 10 tents	Novelty sales point.
44 Post Office	20 x 40 trailer	Sales and service point for U.S. Postal Service.
Program Stands	(3) 3 x 3 carts	Portable program sales points.
45 Public Information	8 x 8 tent	Kiosk for 3, general public information point.
Public Seating	5,000	

7.03.17 Weightlifting

The LAOOC rented two gymnasiums, offices and locker space and had the use of surrounding athletic fields and parking lots at Loyola Marymount University for the weightlifting venue. The venue provided a complete and secure training and competition facility for the athletes.

The major temporary change to the site involved the addition of an athlete warm-up structure. The 11,000-square foot canvas-covered scaffold frame warm-up structure was erected in close proximity to the competition platform. The wood floor was carpeted and the structure air-conditioned. It contained 18 curtained 8-foot by 12-foot cubicles to provide each athlete with a private preparation area. Each was furnished with a cot, chair and table. The warm-up tent contained ten 10-foot by 10-foot warm-up platforms, each with adequate weights, rosin and chalk boxes and extra chairs. It had two large television monitors, an electronic scoreboard, a manual scoreboard, medical first aid equipment, administrative positions and electrical power. Look decorations were applied to the interior of the structure. The wood floor could not take the pounding of weights being dropped and began to bounce and vibrate, requiring daily repair.

The construction of the warm-up area scaffolding began in mid-May 1984. In mid-June, the LAOOC gained access to Gersten Pavilion, the main competition facility. The LAOOC commenced the installation of power, the scoreboard support structure, stage, commentator positions, television platforms and the television lighting and air-conditioning systems.

The main competition facility was carpeted with 920 square yards of carpet to protect the floor and add color for television coverage. Three large television screens were installed in the competition facility, allowing spectators to view the activities of the athletes in the warm-up room. A motorized flag apparatus was installed and used during awards ceremonies. A 12-foot by 30-foot electronic scoreboard was supplied by Swiss Timing. Major construction involved the building of a 40-foot-square carpeted lifting platform of one meter in height with stairs on each side and three inset judges positions.

Storage space was required behind the stage in the main competition facility for the awards platform, a spare lifting platform, ladders and spare weights. There was also a need for construction storage for electrical parts, a pneumatic lift, spare signs and bases and trash containers. Construction storage space was located in the concession truck storage area.

The competition facility was darkened by placing black plastic over the existing pavilion windows to prevent glare. Television crews were permitted to film using spotlights. The facility was



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decorated with Look banners and flags and directional and informational signage.

The athlete warm-up tent and the competition hall were both air-conditioned with 400 tons of air. This made them as comfortable as possible and at the same levels, for the benefit of athletes moving from one to the other. Seven-and-one-half tons of air-conditioning were added to the technology results room to ensure the operation of the computers and photocopying machines.

LAOOC was granted access to the alumni gymnasium, offices and locker rooms and the parking lot and athletic fields on 1 July 1984. The athlete training facility located in the alumni gymnasium was constructed with 24 10-foot by 10-foot lifting platforms and chalk and rosin boxes. The floor was carpeted, and exercise equipment and Look decorations were added. The room was not air-conditioned but was well ventilated.

Athlete amenities included a 10-foot by 10-foot athlete information tent at the athlete entry to the site. Use was made of an existing athlete medical and physical therapy room in Gersten and office space in the training hall was transformed into massage and first aid rooms. The weigh-in rooms were located in an existing equipment storage room. The LAOOC remodeled the LMU swimming pool for the benefit of the athletes during the day and for social gatherings in the evenings. These improvements were left to the university as a gift. The athlete training facility was also a post-event party room. The lifting platforms were disassembled on the day of the super-heavyweight competition and the room was set up with tables and decorations for an awards banquet.



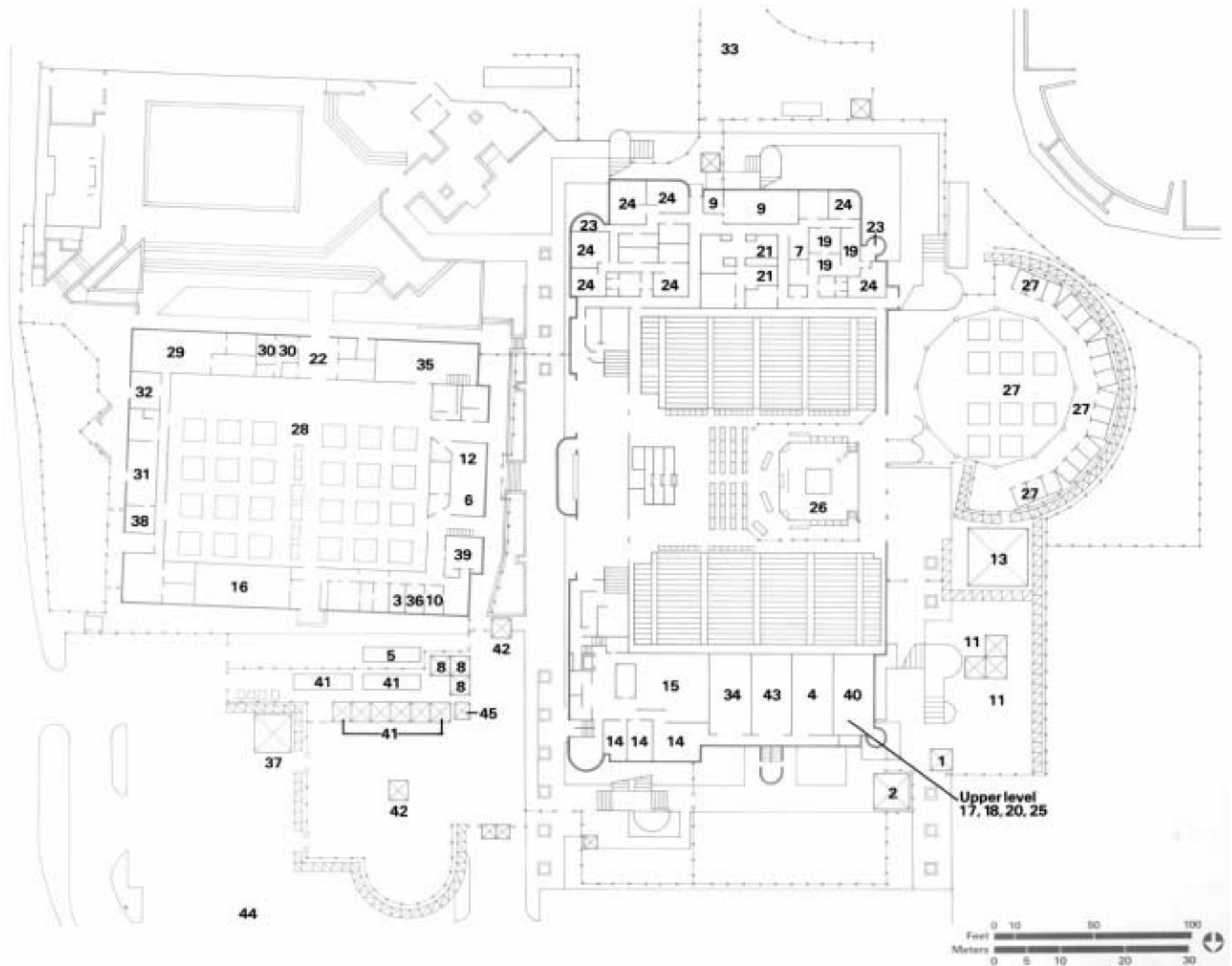
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Many temporary facilities were erected outdoors for use by spectators including two entry tents, four turnstiles, one 10-foot by 50-foot concession stand and two 10-foot by 10-foot novelty stands, an information tent, a ticket problem/will-call tent and a 300-square-foot first aid tent. The venue had eight coin-operated telephones, with six inside the gates and two outside. A large outdoor eating area was provided with umbrella tables, trash cans, a music system and 4,300 pots of flowering annuals.

54 Gersten Pavilion at Loyola Marymount University provides plenty of space for the weightlifting competition and is enhanced through the use of temporary scaffolding.

55 This massive scaffold structure provided the warm-up area for weightlifters just outside of Gersten Pavilion.

Plan for weightlifting at Gersten Pavilion at Loyola Marymount University; roof removed and upper level seating removed to show support areas on floor below



Staff facilities provided by the LAOOC included a 20-foot by 20-foot staff check-in tent with carpeting, tables, chairs and badge racks. Umbrella tables and chairs were provided along with outdoor serving tables. A racquetball court was converted to an indoor staff lounge by carpeting the floor and draping the walls. The lounge was furnished with sofas and chairs, televisions and lockers. A 20-foot by 20-foot tent was set up outside the venue for use by unaccredited drivers. Press facilities included a 30-foot by 30-foot press interview tent that was carpeted and had a public address system, tables, chairs and Look decorations. The LAOOC constructed an indoor press workroom and lounge. One hundred press desks were provided on the main competition hall floor directly in front of the lifting platform. Fifteen raised commentator positions and two raised camera platforms were added for television use.

Hosting facilities included an indoor lounge and an outdoor area adjacent to the exit of the main competition gymnasium. A 10-foot by 10-foot tent served as demarcation of the entrance to the hosting facility. The area was covered with 1,600 square feet of Astroturf placed over the grass, umbrella tables and chairs, televisions, potted trees and serving tables. Security fencing and gates were added around the site periphery. Look installation was completed the night before competition began on 28 July. Platforms were removed from the training hall on the last day of competition, 8 August. The south-side scaffolding was dismantled by 21 August and the LAOOC worked with the university to restore the landscape to the university's satisfaction.



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56 The lack of columns inside of Gersten Pavilion provides for clear viewing by spectators of the weightlifting competitors.

Architecture and Construction

Weightlifting			Security			Technology		
Introduction	Weightlifting competition took place in Gersten Pavilion, a newly constructed sports facility. A tent facility was established with 10 warm-up platforms adjacent to the competition platform. An existing gymnasium next to the pavilion served as the weightlifting training facility and staff offices.		16 Command Center	20 x 48	Work area for 12, briefing area for 21.	34 Message Center	18 x 18	Communications and message receiving center for staff and officials.
Department/Function	Space Use (in feet unless noted)	Notes	Sports Administration			35 Results/Offices	22 x 52	Results output, photocopying and distribution center, radio issue and recharging, staff office area for 4, sponsor/vendor work area for 10.
Accreditation			Federation Services				2 x 10	Results input area at stage perimeter.
1 Guest Entry	10 x 10 tent	Olympic Family entry point.	17 IWF Offices	12 x 20	Office for IWF secretary-general, 8 guests.	Swiss Timing	14 x 40	Scoreboard and scoreboard support directly behind stage.
2 Staff Entry	20 x 20 tent	Staff entry, badge issue, storage and distribution point. Work area for 12.	17	12 x 20	Office for IWF president, 3 guests.		2 x 4	Scoreboard control table for 2 at stage.
Food Service			17	20 x 32	Office for IWF staff.	Ticketing		
3 Administration	8 x 14	Office for 4	18 Conference Room	12 x 28	Conference room for 16.	Administration		Office for shared (see Finance). No ticket sales on site.
4 Eating Area/Lounge	20 x 40	Seating for 38, 2 televisions, bulletin board.	19 Judges/Officials' Dressing Room	24 x 24	Existing shower/locker area.	Transportation		
5 Storage and Distribution	8 x 40 trailer	Refrigerated storage.	20 Lounge	22 x 34	2 televisions, 25 chairs, couches.	36 Administration	10 x 12	Office for 6.
Finance			21 Weigh-in Room	(2) 10 x 16	Official weigh-in room with 1 scale per room.	37 Driver Lounge	20 x 20	Waiting area for 30.
6 Audit, Cash Control	11 x 18	Office area for 8, shared with Ticketing.	Athlete Services			Venue Operations		
Health Service & Medical Control			22 Information/Check-in	10 x 10	In training area.	38 Construction	12 x 16	Office for 6, shared with Materiel Supply staff.
7 Doping Control	14 x 14 and 4 x 7	Waiting area for 8, television; processing and testing area with 8 existing toilet facilities, refrigerator. Work area for 3.	23 Sauna	100 square feet and 38 square feet	2 dry heat saunas.	39 Venue Staff Offices	18 x 20	Office for competition director, assistant director, venue director and assistant director.
8 Spectator First Aid	(3) 10 x 10 tents	Waiting area for 10, treatment tables, refrigerator, television.	Competition Management			40 Conference Room	20 x 40	Conference room for 16.
9 Sports Medicine	17 x 38	Waiting area for 10, 4 treatment tables, television, refrigerator.	25 Commissioner's office Field of Play	12 x 18	Office for 2, 5 guests.	Spectator Services		
9	10 x 10	Office for chief medical officer.	26 Competition Stage	40 x 40	Elevated 1 m with 16-foot secured perimeter on floor. On stage is competition platform 4 m x 4 m x 5% inches high.	41 Food Service	10 x 50 tent (2) 8 x 40 trailers	Sales point for food and beverages. Refrigerated food storage.
Materiel Acquisition & Distribution			27 Rest Area	18 (8 x 11)	Private room with bed, chair, table.	42 Novelty Stands	(2) 10 x 10 tents	Sales and service point for novelty sales.
Administration		Office for shared with Construction (see Venue Operations).	27 Warm-up Room	11,000 square feet	Tent; circular structure, carpeted structure with 10 platforms and barbells.	43	20 x 40	Novelty storage.
Storage	(4) 8 x 40 trailers		Training Facility (Gymnasium)			44 Post Office	14 x 26 trailer	Sales and service point for U.S. Postal Service.
Olympic Family Services			28 Training	42 x 78	Training hall with: 24 platforms, each 12 x 12, 6 feet between each platform. Each platform had 312.5 kg barbell set of collars and weights, 2 weight racks, 2 squat racks, chalk and resin boxes, 2 chairs; 100 chairs total. Athletes had access to outdoor swimming pool and whirlpool, sauna and massage facilities and lounge. Also in hall; 4 abdominal boards, bench presses, 2 vaulting boxes, 6 stretching mats, 2 hyperextension benches, 2 free standing power racks, 2 bench presses, 2 incline bench presses, 6 177.5 kg barbell sets.	Program Stands	(3) 2 x 4 carts	Portable program sales points.
10 Administration	10 x 140	Office for 4 Protocol and Language Services staff.	29 Locker/Shower	20 x 60	Existing facility.	45 Public Information	8 x 8 tent	General spectator information.
11 Hosting	40 x 140	Outdoor patio with buffet service, tables and chairs for 80. Three 10 x 10 shade tents.	30 Athlete Information	20 x 20	Athlete information point on training site scheduling, transportation.	Public Seating	4,500	Handicapped seating for 42.
Personnel			31 Lounge	16 x 32	Lounge for 25, television and beverage service.			
12 Administration	18 x 18	Responsible for payroll, timekeeping, staff scheduling. Office for 10.	32 Staff Office	12 x 22	Office for training manager.			
Press Operations			Television					
13 Interview Room	30 x 30 tent	36 chairs, elevated platform for 6. Mixed Zone 12 x 28 near entry point for warm-up facility.	33 Trailer Compound	90 x 120	Telephone and television transmission and production vehicles.			
Mixed Zone	12 x 28	Near entry point for warm-up facility.						
Photo Positions		5 positions located at perimeter of competition stage.						
Press Seating	150	96 positions with table, 54 without.						
14 Staff Offices	(3) 12 x 28	Office for press chief, staff work room for 8, press staff lounge.						
15 Sub-Center	34 x 59	Work room for 36, telex, television, typewriters.						

7.03.18 Wrestling

Olympic competition in wrestling was

Center. This multipurpose facility was built in 1967 and is composed of several structures. The arena building, the lobby between the arena and North Hall, the North Hall and the north meeting rooms building were the only structures used by the LAOOC in conducting the competition.

The only major construction required at the facility was three octagonal competition platforms. Support vehicles were placed in compounds west of the arena building. A utility truck, catering truck and communications center were established in a compound southwest of the maintenance warehouse. Food storage, materiel supply, transportation and accreditation trailers were placed in a temporarily fenced area north of the exhibit hall. A tented lounge was built in this area for the LAOOC wrestling staff. The television compound was placed just west of the arena.

In the wrestling arena proper, seating and work tables were built for the press in the southeast loge level area. Handicapped seating was built in the first rows of loge seating on the southeast and northeast sides of the arena. Three competition mats were specially colored by the HGB Backstrand Company to match the Olympic Look and were set up on 30-inch-high octagon-shaped platforms in the Convention Center's main arena. A light gray carpet was placed around the mats, down the sides of the platforms and over the entire arena floor to create a safe, uncluttered field of play. An awards podium was an integral part of the platform.

A press area was created from existing office space adjacent to the grand lobby of the arena. Press rooms were created using pipe and drape partitions and an adjacent formal interview area was blocked off using stanchions and chain.

Venue management offices were created in the grand lobby areas using temporary eight-foot-high hardwall construction and pipe and drape partitions. Additional office space was created one floor down, using similar construction techniques.

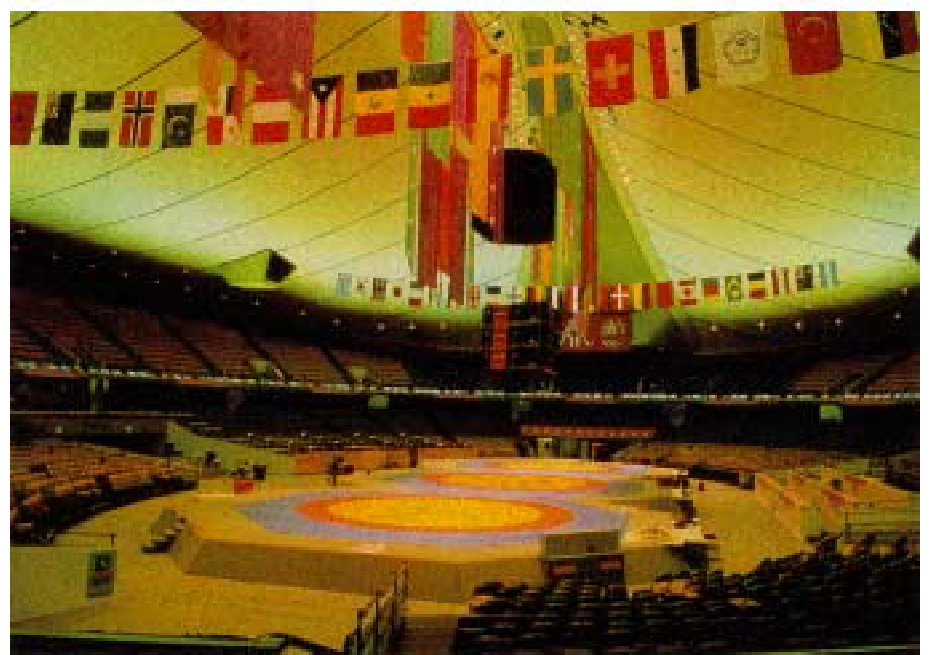
The North Hall became a mini-day village for the athletes. LAOOC planners attempted to create a park-like atmosphere in the large, 100,000-square-foot area. Fifty carpeted team rooms, two temporary structures for 10 showers, two dry heat saunas for 10 wrestlers, and two whirlpools were just a small part of the total operation. Rooms were assigned based upon team size. Twenty teams received 24-foot by 25-foot semi-private rooms and 30 teams received 12-foot by 28-foot rooms. The walls of these rooms were established by use of pipe and drape partitions which were eight feet high. Two additional 14-foot by 25-foot hardwall private team meeting rooms were available and included a large conference table and chairs. In addition, training was available for the wrestlers in the North Hall. Six 10-meter by 10-meter mats were there for this purpose and were individually draped for privacy. Six stationary bicycles and two trial scales were also located in the North Hall.

The competition platform was an integral part of the Look. The three competition mats, each 12 meters (39.37 feet) in diameter, were made by HGB Backstrand of Sweden. They were colored to coordinate with the Look of the Games, with a chrome yellow competition zone, a red warning zone and a blue out-of-bounds area in concentric rings. The flags of the countries competing in the competition were strung across the ceiling of the arena. The centerpiece of the overhead decorations were two large wrestling pictograms.

Sonotubes, fence coverings, banners hanging on the outside of the area and a theme tower were all part of the Look constructed for the wrestling venue.



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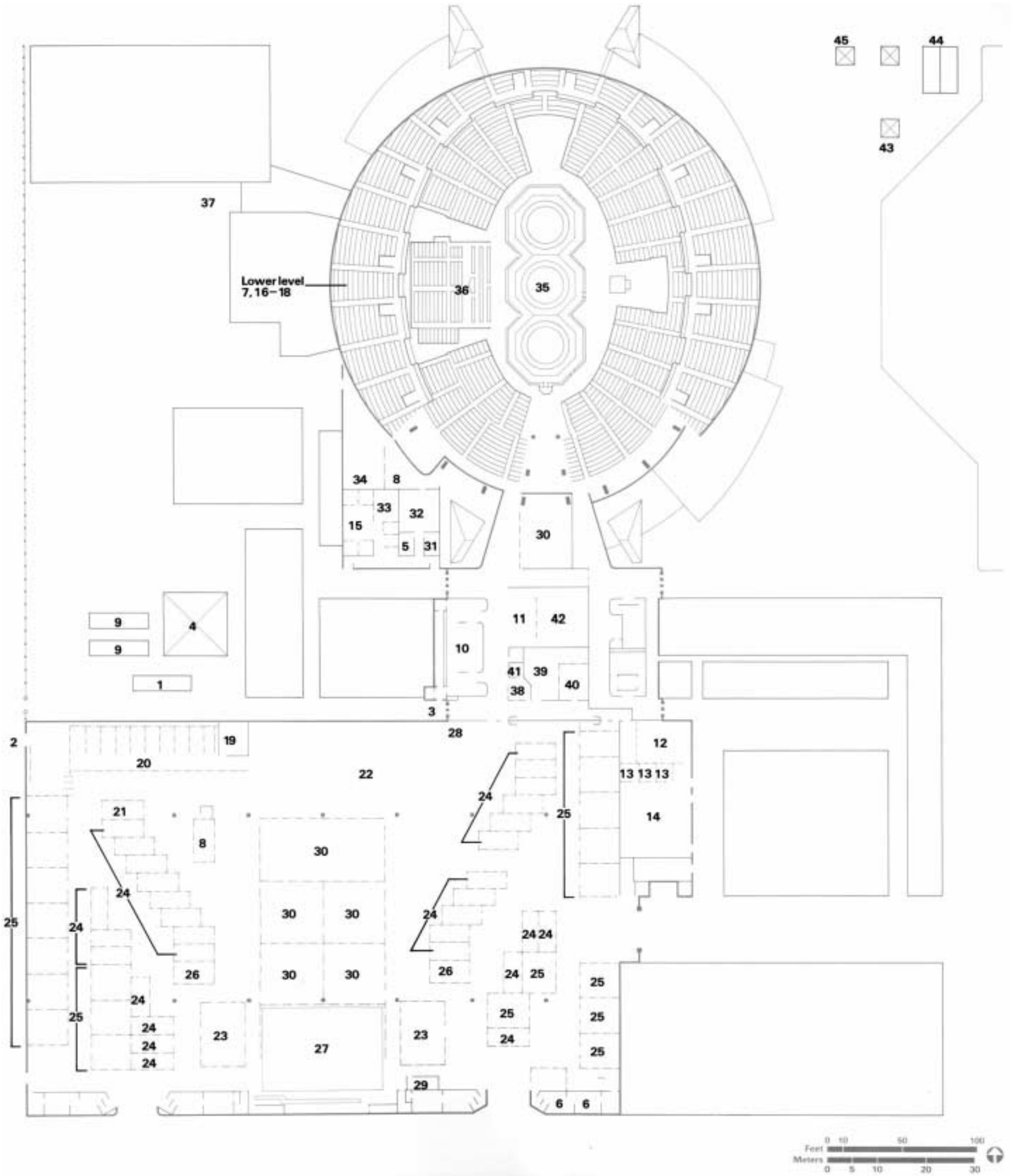


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57 Temporary modifications for the wrestling competition include the construction of the special elevated platforms for the competition itself.

Architecture and Construction

Site plan of wrestling facility at Anaheim Convention Center; roofs removed and some seating cut away to show access and support areas



Wrestling			Sports Administration			Television		
Introduction	Wrestling competition took place in the Anaheim Convention Center, an existing multipurpose sports facility. All support facilities were established in the arena and in the adjacent "North Hall" a 100,000-square-foot convention hall. Facilities established there were on a temporary basis.		Federation Services			Technology		
Department/Function	Space Use (in feet unless noted)	Notes	16 FILA Offices	(2)14 x 18	Office and conference room for 10; protest room.	37 Trailer Compound	80 x 160	Telephone and television transmission and production vehicles.
Accreditation			17 FILA Lounge	14 x 26	Lounge for 20.	38 Message Center	14 x 15	Communications and message receiving center for staff and officials. Radio base station, work area for 6.
1 Administration	12 x 56 trailer	Office for 4; shared with Transportation.	18 Officials' Dressing Room	22 x 26	Existing locker and shower facility.	Results	6 x 18	Results input located in competition hall, 6 staff.
2 Athlete Entry	10 x 20 tent	Athlete entry point to warm-up area.	19 Draw Room	20 x 22		39	23 x 24	Results output, photocopying and distribution center, with photocopiers, typewriters, computer, waiting area for 6.
3 VIP/Staff Entry	12 x 34	VIP/Staff entry, badge issue, storage and distribution point. Work area for 4.	20 Weigh-in Area	2800 square feet	10 official scales each in 8 x 18-foot private area. Each room with display board, table and 2 chairs, scale and printer.	39	10 x 20	Storage area.
Food Service			21 Medical Check	24 x 25	3 examination tables adjacent to weigh-in area.	40 Staff Offices	20 x 23	Office for 3 staff and 10 sponsors/vendors.
4 Eating Area/Lounge	40 x 40 tent	Tables and chairs for 180, television.	Athlete Services			Swiss Timing	(3) 6 x 6	Timing equipment with 2 operators at each mat scoreboard control room for 3.
Finance			22 Eating Area	32 x 96	38 tables and 300 chairs, buffet service line, televisions.	41 Telecommunications	9 x 9	Telephone switchboard, work area for 2.
5 Audit, Cash Control	10 x 15	Office for 5.	23 Sauna/Shower	(2) 32 x 44	Temporary structure with 10 showerheads, dry heat sauna for 10, hot tub, existing toilet facilities.	Transportation		
Health Service & Medical Control			24 Team Rooms	(30) 12 x 28	Room with conference table for 4, 3 beds, footlocker, massage table.	Administration		Shared office for 6 (see Accreditation).
6 Doping Control	14 x 24	Waiting area for 23.	25	(20) 24 x 25	Private room assigned to each team, depending upon team size. Each room with conference table for 6, massage table, foot locker, 6 beds.	Parking	3000	
6	11 x 44	Testing area with toilets and handwash facilities; processing area for 8.	26	(2)14 x 25	Meeting rooms for 15 team members.	Venue Operations		
7 Spectator First Aid	12 x 20	Existing first aid facility, refrigerator, 2 treatment tables.	27 Lounge (Athlete)	56 x 80	Lounge for 80. television, juice and soft drink service.	42 Venue Staff Offices	35 x 38	Office for 3 assistant venue managers, 4 materiel supply coordinators, 2 construction coordinators, 2 concessions coordinators.
8 Sports Medicine	15 x 30	Ice machine, refrigerator, storage cabinet, 4 taping tables. Work area for 6.	28 Information	16 x 20	Information center in athlete warm-up area and food service area.		10 x 10	Office for 1 maintenance.
8	300 square feet	3 massage tables, refrigerator, waiting area for 6.	29 Storage	8 x 10	Storage for practice equipment.	Spectator Services		
Materiel Acquisition & Distribution			30 Warm-up Mats	(2) 24 x 32	Final warm-up area each draped with mats each 22 x 22.	Food Service	4 stations	Interior concourse stands.
9 Storage	(2) 12 x 56 trailers		30	(6) 42 x 42	Additional 6 mats in North Hall, each draped for privacy; 6 stationary bicycles and 2 trial scales.	43 Novelty Stand	10 x 10 tent	Novelty sales point.
Olympic Family Services			Competition Management			44 Post Office	20 x 30 trailer	Sales and service point for U.S. Postal Service.
10 Hosting	24 x 47	Lounge and bar for 50.	31 Commissioner's Office	10 x 15	Private office for 1.	Program Stands	(4) 2 x 4 carts	Portable program sales points.
11 Language Services and Protocol	16 x 37	Waiting area for 32, administration area for 6.	32 Competition Staff	26 x 28	Office area for competition director, assistant director, 2 secretary/support, personnel coordinator, venue director, operations director.	45 Public Information	10 x 10 tent	General spectator information point, two additional points located inside venue, concourse level.
Personnel			33 Conference Room	16 x 20	Conference room for 25.	Public Seating	7,200	
Administration		(see Sports Administration: Competition). Responsible for payroll, timekeeping and staff scheduling.	34 Lounge Field of Play	16 x 16	Lounge for 8.			
Press Operations			35 Competition Zone	120 x 134	3 competition mats on a 1-meter raised platform.			
12 Interview Room	28 x 38	Seating for 36, elevated platform for 3.	36 Officials' Platform		46 chairs on raised platform for head officials, judges, doctors, Swiss Timing, announcer, FILA president and technical delegates.			
Press Seating	169	90 positions with desks, 79 without.	Mat Perimeter	(3) 10 m x 10 m	For each mat: video taping mat chairman timer/scorer 3 judges On the platform: a chair for blue corner, a chair for red corner.			
13 Staff Offices	(3)12 x 12	Offices for 6 each.						
14 Sub-Center	50 x 50	36 work stations, telecommunications, snack and beverage service.						
Security								
15 Command Center	(4) 10 x 10	Private offices for law enforcement agencies.						
15	22 x 38	Work area for 8.						

7.03.19 Yachting

The yachting venue, directly adjacent to the fencing and volleyball venues, utilized the first five gangways of the Long Beach Downtown Shoreline Marina and a portion of the adjacent beach. The area came to be called the "Olympic Harbor". Two paved parking lots and three boat-owner shower facilities were the only existing facilities utilized. The only on-site facilities provided for spectators were a series of bleachers for the award ceremonies and an information booth on the west edge of the site on the marina green. Spectators could sign up for space on a boat that circumvented the race courses.

A site plan was developed by the LAOOC in 1983 and a skeleton plan implemented during the 1983 Olympic Classes Regatta held at the Olympic Harbor. As a result of observations made during the Regatta, the site plan was modified. A landscape architectural firm developed the master plan and final construction documents. The site is located within the authority of the California Coastal Commission which required permits for the staging of both the Regatta and the Games.

The LAOOC agreed to finance the construction of a permanent boat hoist as part of the contractual agreement with the city of Long Beach. The hoist was designed and built under the direction of the city of Long Beach engineers. It was in place for the 1983 Regatta and problems encountered at that time were corrected in 1984.

All venue operations were housed in trailers and a total of 26 were installed. They were located on the paved parking lots in groups creating courtyards to provide a seal to the venue. Tents supplemented the trailers for meeting and hosting areas.

The venue had two entrances: one for people, including staff, athletes, press and team support officials; and one for vehicles and boats. The layout of the entry for people accommodated accreditation procedures.

Competition facilities were housed in tents and trailers. Team tents were provided but were not regularly used. Teams, instead, congregated at their storage containers and shade structures adjacent to the storage containers were also utilized. Food and recreation areas were housed in large tents set on the existing lawn. Medical and doping control facilities were housed in a 60-foot trailer supplemented by an adjacent shade



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structure which was used as a waiting area. Temporary cold water showers were constructed using tents set on concrete slabs with adjacent lockers. Existing showers and restrooms belonging to local boat owners were also used.

Boats were stored on the beach, both on trailers and on dollies. The LAOOC provided 29 (40-foot by 8-foot) and 14 (20-foot by 8-foot) containers for the storage of yachting equipment. Many countries brought their own containers and electrical power was supplied for those requesting it. Some containers were air-conditioned with refrigerators as well as machine shops. At times, the site had insufficient electrical power and outlets. Temporary security lighting was manually operated, rather than by time clock or master switch, which made the operation tedious.

A major problem encountered during the design phase was the stabilization of the sand to facilitate boat storage and movement. Although materials are made for this purpose, the costs were prohibitive. A lengthy search for alternative, less expensive materials resulted in the use of Astroturf and woven stabilizing fabric. SuperTurf, the LAOOC's official turf supplier, was able to supply turf from a used football field at a reasonable cost. The sand was rolled to compact the surface before the turf was installed. The turf functioned well but was not aesthetically pleasing. The woven

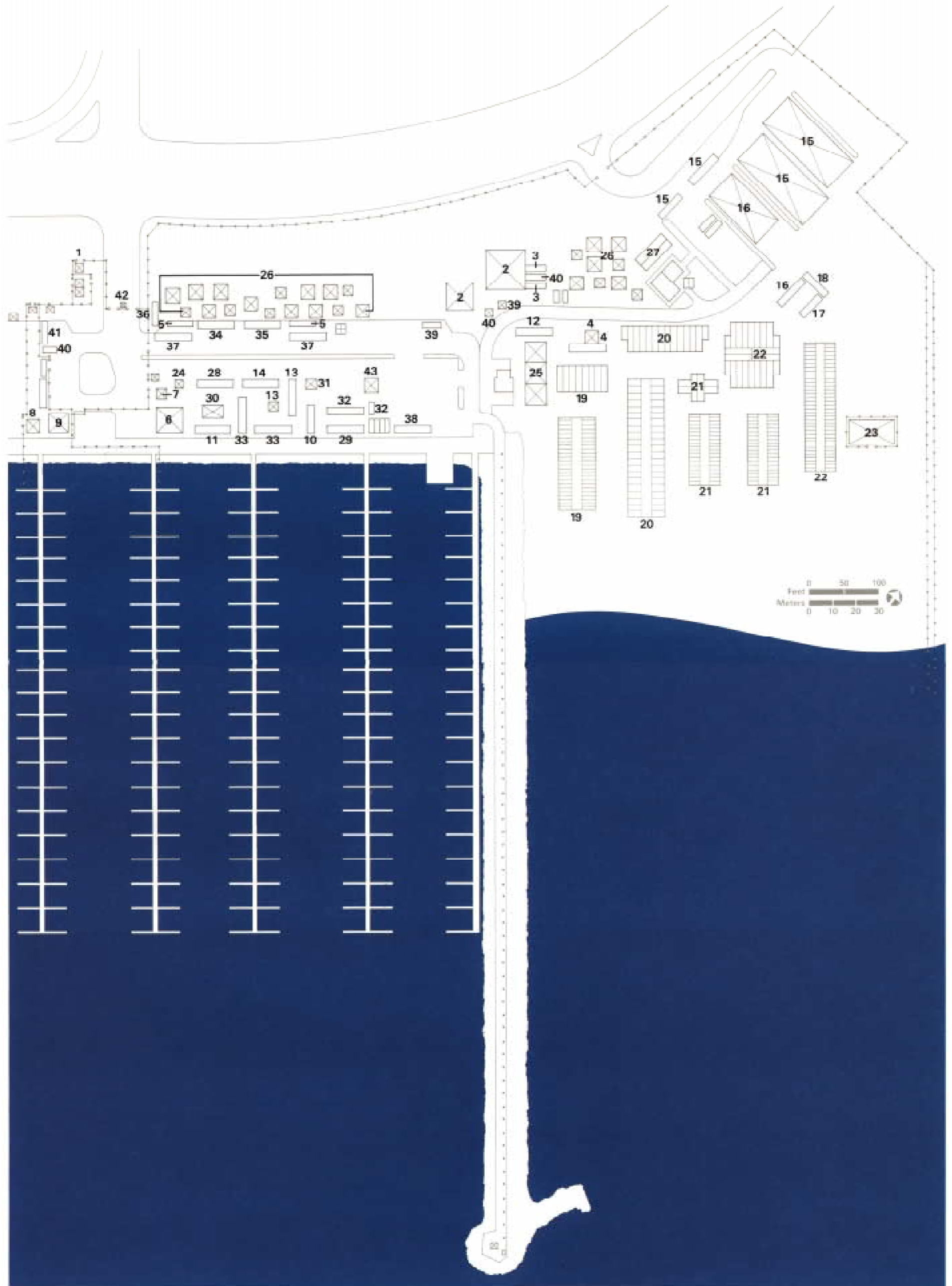
fabric was used in storage areas where there was little traffic. The dark color of the fabric made it hot and difficult to walk on. During competition, the turf was extended to the water's edge to create a stable walkway. Where it went beyond the high tide mark, it was covered with sand and had to be removed.

Boat measuring and repair were located in large tents to the far east of the site on a small paved parking lot. Adjacent trailers housed support offices. The beach adjacent to the measuring area was graded prior to the Olympic trials to accommodate boats and storage containers. A small portion of the Super Turf was laid as a test effort. It worked well and the remainder was subsequently installed. Most of the facilities were set in place from 6-13 July.

The most spectacular element of the site was the flags of the nations extending the length of the jetty on 30-foot flag poles and visible from the entire harbor. Bleacher seating for over 2,000 spectators was erected for use during the yachting Opening and Closing Ceremonies and the torch relay entry. The bleachers were located in the center of the venue on the lawn to the north of the paved lot.

58 Temporary facilities modify the Long Beach Downtown Shoreline Marina into the "Olympic Harbor" for the yachting competitions.

Site plan of yachting shore facilities
at Long Beach Marina

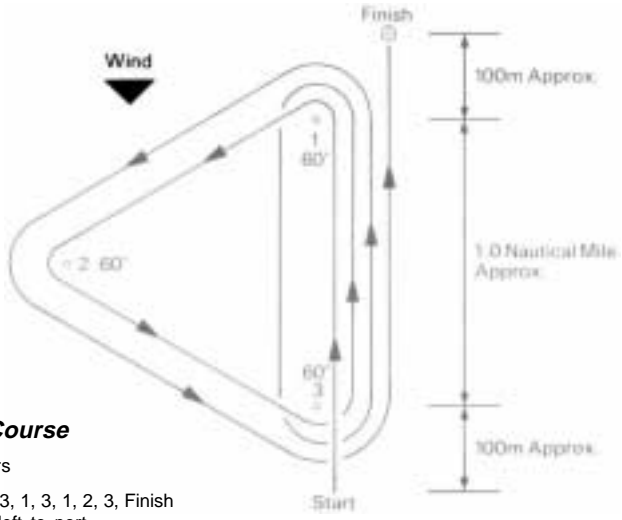


Architecture and Construction

Vicinity map of yachting courses and Long Beach Harbor



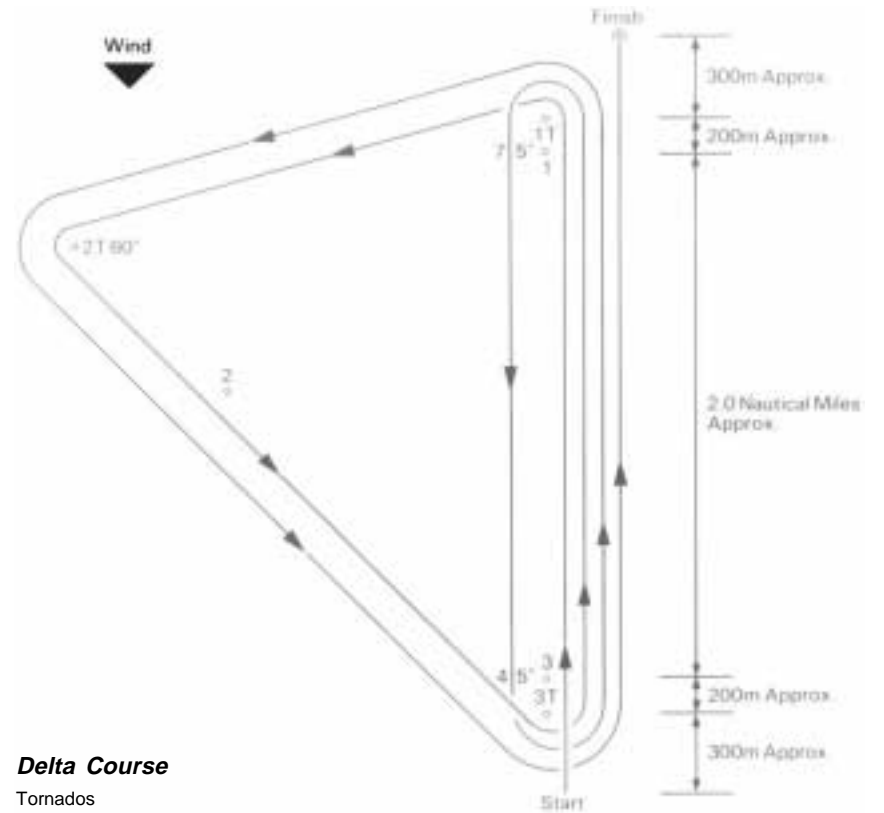
Course diagrams



Alpha Course

Windgliders

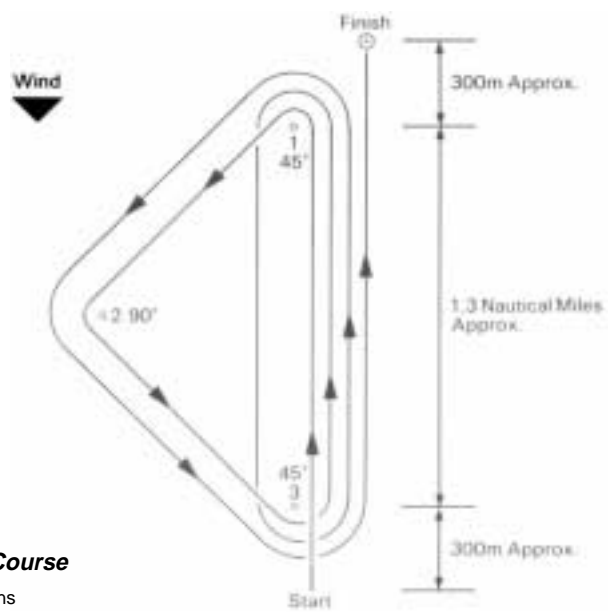
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Delta Course

Tornados

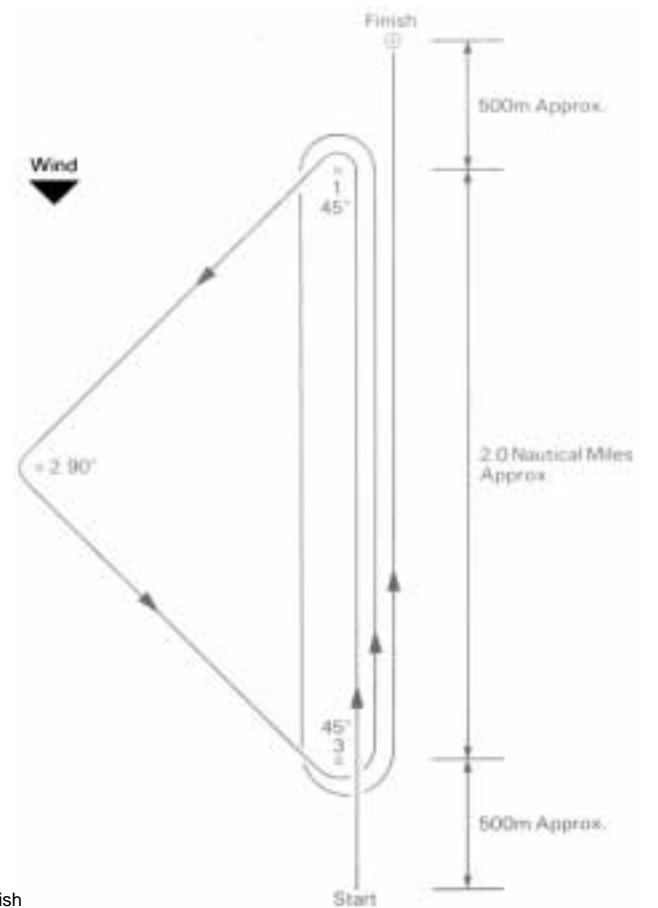
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Bravo Course

470s, Finns

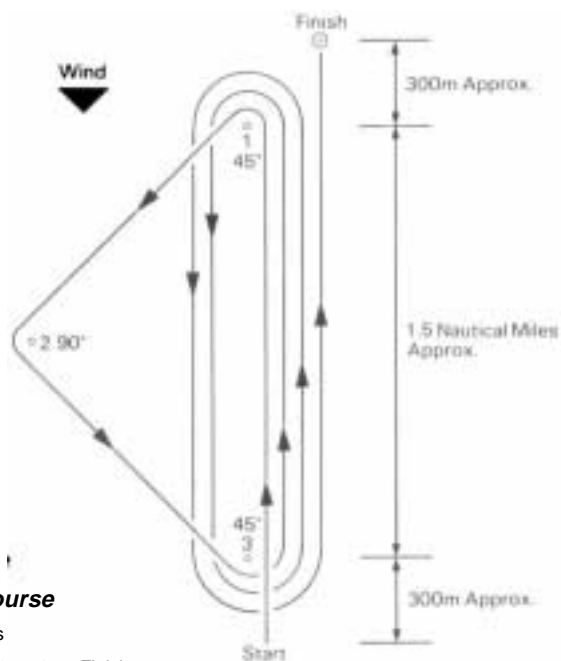
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Delta Course

Flying Dutchman

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All marks left to port



Charlie Course

Solings, Stars

Start, 1, 2, 3, 1, 3, 1, 2, 3, Finish
All marks left to port

Architecture and Construction

Yachting			Sports Administration Federation Services			Technology		
Introduction	The Olympic yachting courses were approximately one mile off-shore at Long Beach. Shore and support facilities were of a temporary nature located at the Long Beach Harbor.		11 IYRU Offices	12 x 56 trailer	Office for IYRU president, secretary-general and working secretariat.	31 Message Center	15 x 15 tent	Communications and message receiving center for staff and officials. Radio base station.
Department/Function	Space Use (in feet unless noted)	Notes	12 Class Officers Office	12 x 56 trailer	Work area for 10 IYRU class officers.	32 Offshore Communications	12 x 60 trailer	Communication trailer with four separate offices: "Net Control," regatta support, Motorola equipment, support scorers offices.
Accreditation			13 IYRU Jury	15 x 15 tent	Lounge and reception area for 22, television, video games.	32	10 x 20 trailer	Communications trailer supplied by U.S. Coast Guard.
1 Staff Entry	15 x 15	Staff entry, badge issue, storage and distribution point. Work area for 26.	13 Jury Offices	12 x 56 trailer	12 x 16 lounge with 10 chairs; jury offices for 8.	33 Results	12 x 56 trailer	Results input and computer scoring, table and chairs for 8 staff. 4 computers.
Food Service Administration		Office area for 2 (see Venue Operations). Seating for 100.	14 Jury Room	12 x 56 trailer	Private conference rooms for 12 each.	33	12 x 56 trailer	Results output, photocopying and distribution area.
2 Eating Area/Lounge	60 x 60 tent		15 Measurement	60 x 14 tent	Tent for sail and hull measurement for Tornado, Finn, 470, Flying Dutchman classes.	34 Scoring Trailer	12 x 56 trailer	Private office for chief scorer; 4 separate scoring rooms each 10 x 12 with table and chairs for 8.
2	40 x 40 tent	Beverage service only, no chairs.	15	60 x 140 tent	For sail and hull measurement staff, Soling and Windglider classes.	35 Staff Offices	12 x 56 trailer	Table space for 10 sponsor/vendors and 3 staff, radio charging and distribution area.
3 Storage and Distribution	(2) 8 x 30 trailers	Storage.	15	10 x 44 trailer	Equipment measuring and storage.	36 Telecommunications	10 x 40 trailer	Venue switchboard.
3	(2) 8 x 20 trailers	Distribution point for athlete food service.	15	10 x 44 trailer	IYRU measurement committee offices for 10.	Venue Operations		
Finance Audit, Cash Control		Offices located in Long Beach Convention Center. Staff shared by volleyball and fencing.	Athlete Services			37 Venue Staff Offices	12 x 56 trailer	Private office for venue manager and security manager, work space for staff: 2 Finance, 4 Personnel, 4 Administration.
Health Service & Medical Control			16 Equipment Repair	50 x 100 tent	Sail repair trailer, sewing machines and tables.	37	12 x 56 trailer	Work stations for staff: 3 Construction, 2 Olympic Family Services, Transportation, 2 Food Service, 1 Public Relations.
4 Sports Medicine/Doping Control	12 x 56 trailer	Waiting area for 8; 6 treatment tables, refrigerator, toilet, handwashing facilities; serves as doping control station.	16	12 x 56 trailer	10 racks, waxing area.	38 Harbor Master	12 x 56 trailer	Private office for Harbor Master, 2 work spaces for support craft coordinators, 1 desk each for fuel control and racing equipment control staff.
4	20 x 20 tent	Waiting area for 28, adjacent to sports medicine trailer. Primarily for doping control.	17 Equipment Storage	10 x 44 trailer	Office for 2, storage for Finn equipment.	Spectator Services		
Material Acquisition & Distribution			18	10 x 44 trailer	Storage for marine hardware.	39 Food Service	10 x 10 tent	Food sales point for public.
5 Storage	(2) 8 x 40 trailers		19	24 x 55	Flying Dutchman storage area, 32 individual lockable 3 x 4 storage units.		8 x 30 trailer	Food storage.
Olympic Family Services Administration		Office area for 2 (see Venue Operations).	20	30 x 55	Tornado dry storage, 32 individual lockable 3 x 4 storage units.	49 Novelty Stands	10 x 10 tent	Novelty sales point for public.
6 Hosting	40 x 40 tent	Lounge chairs for 12; table and chairs for 44. television, beverage service.	21	(2) 20 x 45	470 dry storage, 32 individual lockable 3 x 4 storage units.	40	8 x 20 trailer	Storage container.
7 Language Services	15 x 15 tent	Waiting area for 12.	22	28 x 47	Finn dry storage, 44 individual lockable 3 x 4 storage units.	41 Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.
Personnel Administration		Responsible for payroll, timekeeping and staff scheduling. Office area for 4 (see Venue Operations).	23	40 x 70	Windglider storage.	42 Public Information	8 x 8 tent	General public information point.
Press Operations			24 Information/Check In	15 x 15 tent	Athlete information point.	Public Seating	0	
8 Interview Room	20 x 20 tent	Seating for 30. elevated platform for 4.	25 Locker/Shower	(3) 30 x 30 tents	Each tent: 26 lockers, showers, benches.	43 Spectator Boat Signup	20 x 20 tent	Tent for spectators to obtain space on boat to observe race course.
Press Positions		27 boats were available for press, 13 boats were available for photographers.	26 Team Rooms	(15) 20 x 20 tents	Individual team room with 10 chairs.			
9 Sub-Center Security	30 x 30 tent	20 working places.	26	(10) 15 x 15 tents	Individual team rooms with 8 chairs.			
10 Command Center	10 x 40 trailer	Office for 10.	27 Weather	24 x 56 trailer	U.S. National Weather Service station.			
			Competition Management					
			28 Commissioner's Office	12 x 56 trailer	Private office for commissioner, office for sport manager and secretary/support; office for competition director, conference room for 10.			
			29 Competition Staff	12 x 56 trailer	Office for director of racing; 4 desks for U.S. Coast Guard, chief race officer, spectator boat coordinator, secretary/support; conference room for 10.			
			30 Conference Room	20 x 30 tent	Conference seating for 28.			

7.03.20 Village: USC

The athlete village at the University of Southern California had the largest population of the three villages. It was created on 49 acres of the USC campus, located in downtown Los Angeles and also included the 32nd Street School, an elementary facility of the Los Angeles Unified School District, and the Shrine Auditorium Exhibition Hall. Contractual agreements signed in March 1982 specified a 40-day period of exclusive use and the identification of all residential, recreational, sports and training facilities to be used by the LAOOC. The village was occupied from 14 July through 15 August by almost 7,000 athletes and team officials, representing 79 NOCs.

Architects faced the challenge of creating a unified feeling to the USC village, as it was not contained wholly within the university but encompassed various other structures and city streets. The perimeter fence was constructed on properties belonging to USC, the city of Los Angeles, the Los Angeles Unified School District and several private property owners. Look elements were used not only to create a festive Olympic atmosphere but also to provide continuity between varied architectural spaces.

The University of Southern California reviewed all uses and construction details for compatibility with their requirements for continued use after the Games. USC paid particular attention to the way in which attachments were made to existing structures and to how construction operations would affect university programs which continued until the first week of July as well as during the Games, when over 1,200 USC employees worked in the village.

The physical layout and multiple property ownerships added to the complexity of securing almost 50 construction permits and approvals from various governmental agencies. A conditional-use permit was secured from the city of Los Angeles Department of Planning and Zoning as the existing zoning for the area did not allow for such uses as office trailers and tents. Permits were secured from the county of Los Angeles Health Department to construct and operate the food service facilities. The LAOOC obtained permits from the Los Angeles Department of Public Works and the Los Angeles Department of Transportation for fence and street modifications that had to be made on city property. The Bureau of Conservation of the Los Angeles Department of Building and Safety issued permits to the LAOOC for all temporary construction and for plumbing, mechanical and electrical system modifications.



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The existing facilities at the University of Southern California required little modification to satisfy the space requirements of an athlete village. Temporary facilities were constructed for staff and guest entries, outdoor rest areas, additional kitchen and dining facilities, a wrestling training site and a transportation center. The only concrete and steel construction required was the building of a permanent two-story dining facility. Existing and necessary temporary facilities were organized into activity clusters that were visually connected by the Look elements. There were six distinct housing areas or pods, a transportation center, an administrative center and an area called the Village Square that included most of the general and recreational facilities required by the athletes and officials during their stay.

The layout of the facilities allowed for free movement of pedestrians and service vehicles. Athlete shuttle buses, maintenance vehicles and the electric carts used by the administration staff were the only vehicles allowed in the village. Buses entered the village from Jefferson Boulevard through a double gate system and proceeded to a central location. After passengers disembarked, the buses left the drop-off area and proceeded to a sweep area and a holding area before picking up passengers in the transportation center. The buses then headed out to training sites, venues and the other villages.

The main entrance to the village was located east of the Olympic Plaza. To the west, Taper Hall, a classroom building, was converted at ground level to an interior shopping mall including a bank, hair salon, convenience store, telephone center and video arcade. The second level of Taper Hall housed the NOC offices and meeting rooms. The International Zone was located south of the Olympic Plaza and tents were erected for informal interviews with news media.

The USC Village accommodated hundreds of non-residents on a daily basis. Up to 200 journalists gathered to watch the athletes training on Cromwell Field and hold informal interviews in the International Zone. As many as 350 NOC guests were in the USC village at any given time. Athletes passed through the village to gain access to nearby swimming, wrestling and gymnastics training sites. The athlete shuttle system transported athletes to the Coliseum, Sports Arena and Exposition Park, a few blocks away.

The Village Square had two main pedestrian arteries, 34th Street and University Avenue, a pedestrian mall.

59 Village administrative staff use electrically-powered golf carts to move quickly and quietly within the village.

Architecture and Construction

The LAOOC added decorative Look elements: painted scaffolding with elevated graphics and banners; tables, chairs and umbrellas; refreshment and sports information modules in special tents; a post office, specifically designed by the U.S. Postal Service; and thousands of plants to transform the mall into the Olympic Plaza, the village's main gathering place.

The northern edge of the village square was 34th Street. It was converted to a pedestrian way or Main Street from which athletes entered the polyclinic, coffee house, disco and pathways leading to Taper Hall, the plaza, a cinema and theatre, Olympic Park welcoming area, Baron's Bistro and Annenberg Hall where the main NOC offices, the NOC Service Center and the USC village mayor's office were located. The disco decorations extended into the street and the area in front of the coffee house was filled with tables and chairs.

The disco was located in a new sound stage and was enhanced by platforms and decorations. An outdoor stage was erected for the coffee house, located in the USC Religious Center. The polyclinic was located in an existing USC medical facility. New equipment was provided to meet the athletes' specialized needs. Refreshment and information kiosks equipped with EMS terminals and telephones were located throughout the village.

To ensure proper security a double chain-link fence surrounded the village. Both fences were 8 feet high with three strands of barbed wire above the exterior fence. The fences were placed a minimum of 10 feet apart. The U.S. Department of Defense added an intrusion detection system, consisting of cameras and motion detection devices attached to the fences surrounding the athlete pods.

The pods were located on the perimeter of the village. Each pod had one pedestrian entry point marked by a specialty tent that housed a guard station and magnetometer. The village boundary fence had 10 emergency access gates for use by the fire department. Only the gates at Jefferson Boulevard and a service entrance on McClintock Street were available for vehicular access.

Each pod consisted of one or more existing residence halls. A survey of room and suite size and allowable densities identified the capacity of the contracted rooms at 8,549 occupants. The LAOOC designed rooms for a maximum occupancy of 7,002 resident athletes and team officials. Common recreation/lounge areas and laundry areas were provided in each complex.

The LAOOC provided a 24-hour food service for village residents and guests in four facilities, including two 500-seat dining halls, plus a new two-story dining facility with seating for an

additional 900 persons. Athlete food service provisions included buffet-style service of pre-cooked foods in

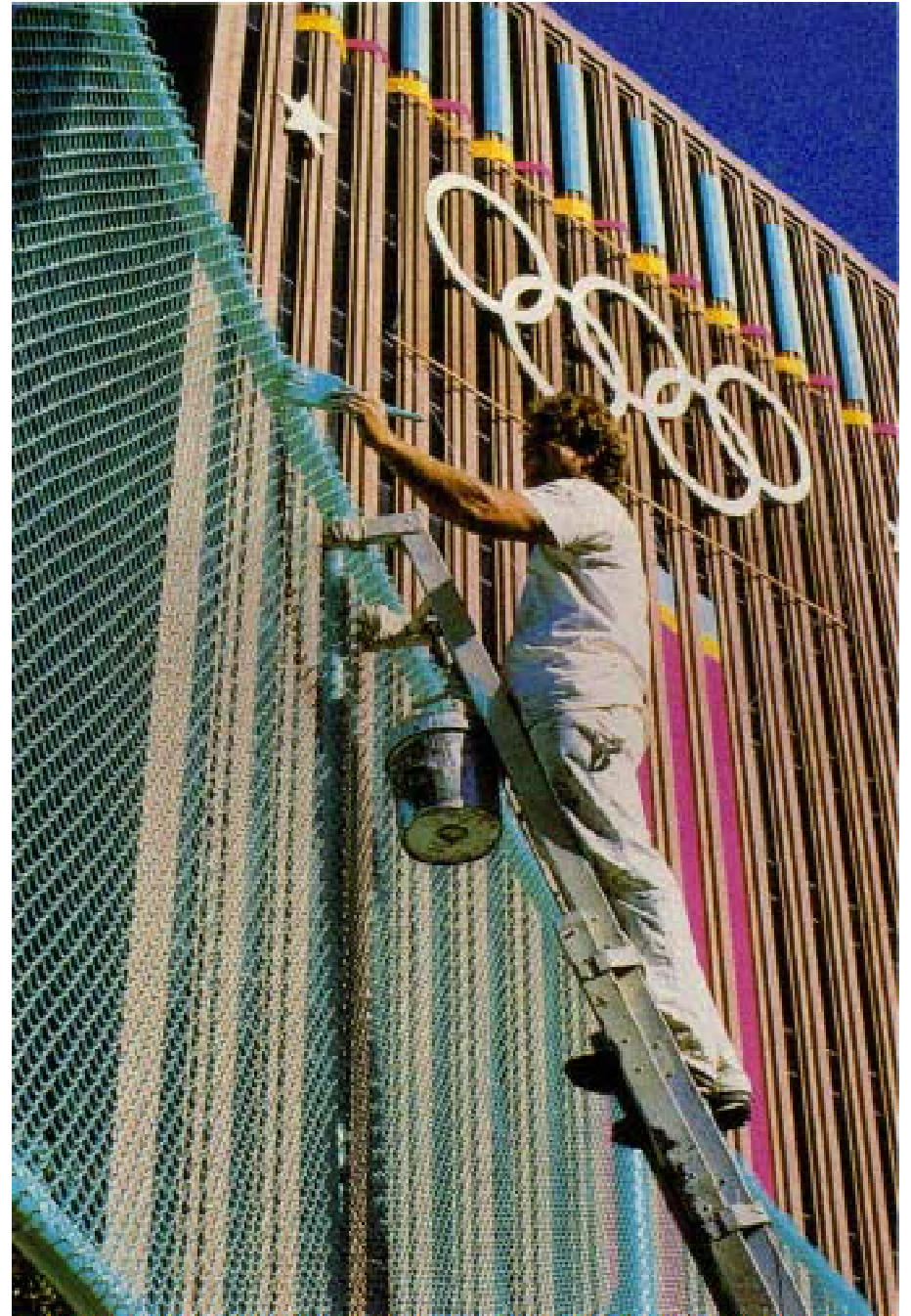
6,800 meals were served in a three-hour period.

Two existing USC dining facilities, EKV Hall and Trojan Hall, were located within athlete housing pods. The LAOOC provided additional serving equipment and existing equipment not appropriate for LAOOC use was replaced. Additional tables and chairs were added to increase seating capacity to the allowable limit. Storage containers were placed outside the dining hall kitchens to hold food and service products.

The third dining facility was built adjacent to Webb Hall later and was named King Olympic Hall. It was a newly constructed facility paid for by the LAOOC and equipped for use during the Games in a similar fashion to the other dining halls. The two-story building was also located within an athlete housing pod and offered primary service for two other nearby pods. However, athletes were free to dine in the location of their choice.

The two existing dining halls, combined with the newly constructed facility, accommodated a total seating capacity of 2,000. But, a seating capacity of 3,000 was required to service the USC Village efficiently. As no existing facilities were available, the LAOOC constructed a temporary dining facility in an existing L-shaped surface parking lot west of the Village Square and in the geographic center of the village. The temporary dining facility, the "Baron's Bistro," was open 24 hours a day with seating for nearly 1,300.

The entrance to Baron's Bistro facility was from a walkway under barrel-vaulted tents which opened on each side to 45-foot-square, magenta-colored, canvas canopies on steel frames. Unlike the other dining facilities, food was prepared on location. The 13.5-foot by 90-foot kitchen was a specially outfitted, pre-fabricated cooler building. A similar adjacent building contained a scullery. The Shrine Auditorium Exhibition Hall adjacent to the USC campus was transformed into a food preparation and distribution center. A 3,600-square-foot temporary kitchen was added to existing facilities. A 3,000-square-foot prefabricated freezer and cooler storage space, a 3,000-square-foot dry storage area and a 2,000-square-foot area for administrative use were also accommodated there. The prepared food was transported from this central location to each of the four village dining halls.



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Athletic services were available in existing and temporary facilities at the USC Village. The physical education building contained gymnastics training, rest areas for athletes from the other villages and swimming facilities. Cromwell Field was a training and competition warm-up site for athletics competitors. An LAOOC-outfitted weight room and a temporarily modified hydrotherapy area were located in the basement of Heritage Hall. The wrestling training area was built on three existing tennis courts. A plywood deck was built over the courts and covered by canvas to provide nine mat areas.

Village administrative offices were located in the 32nd Street School. Existing classrooms were modified with partitions to create the necessary office space. NOC administrative services were provided in the lobby of Annenberg Hall. The upper stories of Annenberg Hall, the second level of Taper Hall and the bungalow area of the 32nd Street School housed individual NOC offices and meeting rooms.

60 Even fences are painted to place the Look of the Games all through the USC Village.



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61 The village square is the main gathering point for many competitors relaxing within the USC Village.

62 The transport depot at USC is clearly marked for use by competitors and officials on their way to competition and training sites.

63 Information is available from LAOOC guides and hostesses at multiple sites within the village.

Partitions, telephones and EMS terminals were added to all rooms. Rooms in the 32nd Street School were provided with temporary air conditioning and carpeting. Additional air conditioning was also added to the NOC photocopying center in Annenberg.

Transportation services were provided for all athletes and team officials to and from all venues, training sites, villages and the airport. The bus program operated from the northeast section of



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the village. A portion of the 32nd Street School playground housed the transportation information and waiting plaza and the adjacent Shrine parking lot contained 36 bus-loading areas. A large reader board matched routes, buses and loading stations. The loading stations were marked by decorative sonotubes with applied informational graphics. The transportation operation was directed from a 42-foot-high, aqua scaffold tower. Athletes departing the village for the Sports Arena and the Coliseum used a special shuttle system located southwest of the village boundary. An existing tennis court served as a

processing area. Press arrived from the Main Press Center via another shuttle system. Included in the USC Village transportation program was the fleet of NOC-operated vehicles which were parked in the village perimeter lots and remote lots.

Construction on the University of Southern California campus began on 9 May, which was earlier than the contracted access dates. Fence crews worked daily until the USC Village opened on 14 July.

To ensure adequate power reserves, a completely independent electrical system was installed. The Los Angeles Department of Water and Power provided the LAOOC with 62 power poles and nine direct service drops to guard against using USC electrical reserves. The telephone line system and the EMS had notable requirements and had to be integrated into the power distribution set up. Although technology sponsor staffs performed their own installation, LAOOC construction staff verified placement, approved schedules and observed all work.

Look installation began at the village during the last week of June. Long-range visual elements were used to identify the village from a distance. Such elements included the decorative screening on the village perimeter fence, which created a decorative boundary and also served to block views into the village. The Olympic rings were located on all four sides of Phillips Hall, a tall university structure visible from the roads that accessed the university. The rings were made of plywood and cardboard facia and were illuminated at night. The globe atop another university structure, the VKC Tower was also illuminated with Tivoli lights.

Walkways and many temporary structures were illuminated at night, also with Tivoli lights. Tube balloons were hung in trees and marked the secondary access way from the sports service center in Heritage Hall to the Village Plaza. The balloons were filled with air and maintained by an air-pressure pump and a forced air system.

The main entrance to the village at the VKC Tower was decorated with the flags of the nations. A bold entry was created by draping large banners in the building's archways. The direct application of temporary banners and bunting created separate entrance ways for village guests and media and for athletes and officials.

In general, construction was completed on schedule. Early access to the Shrine Auditorium Exhibition Hall, permission to install exterior security fencing early and permission to get an early start on the technology command and data center trailers were major factors in meeting deadlines. Over 100 Look personnel, 30 fence installers and 30 electricians worked 18-hour days to complete the work on the USC Village which opened 14 July 1984.

Architecture and Construction

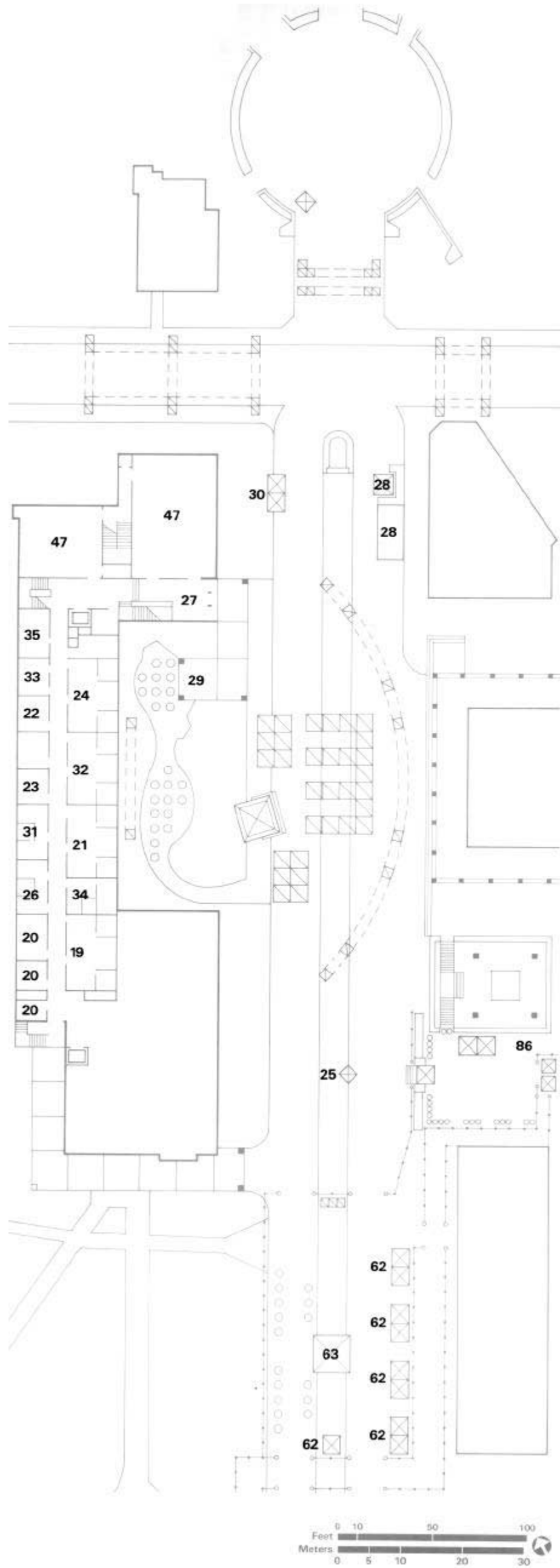
Plan of village administration facilities at 32nd Street School



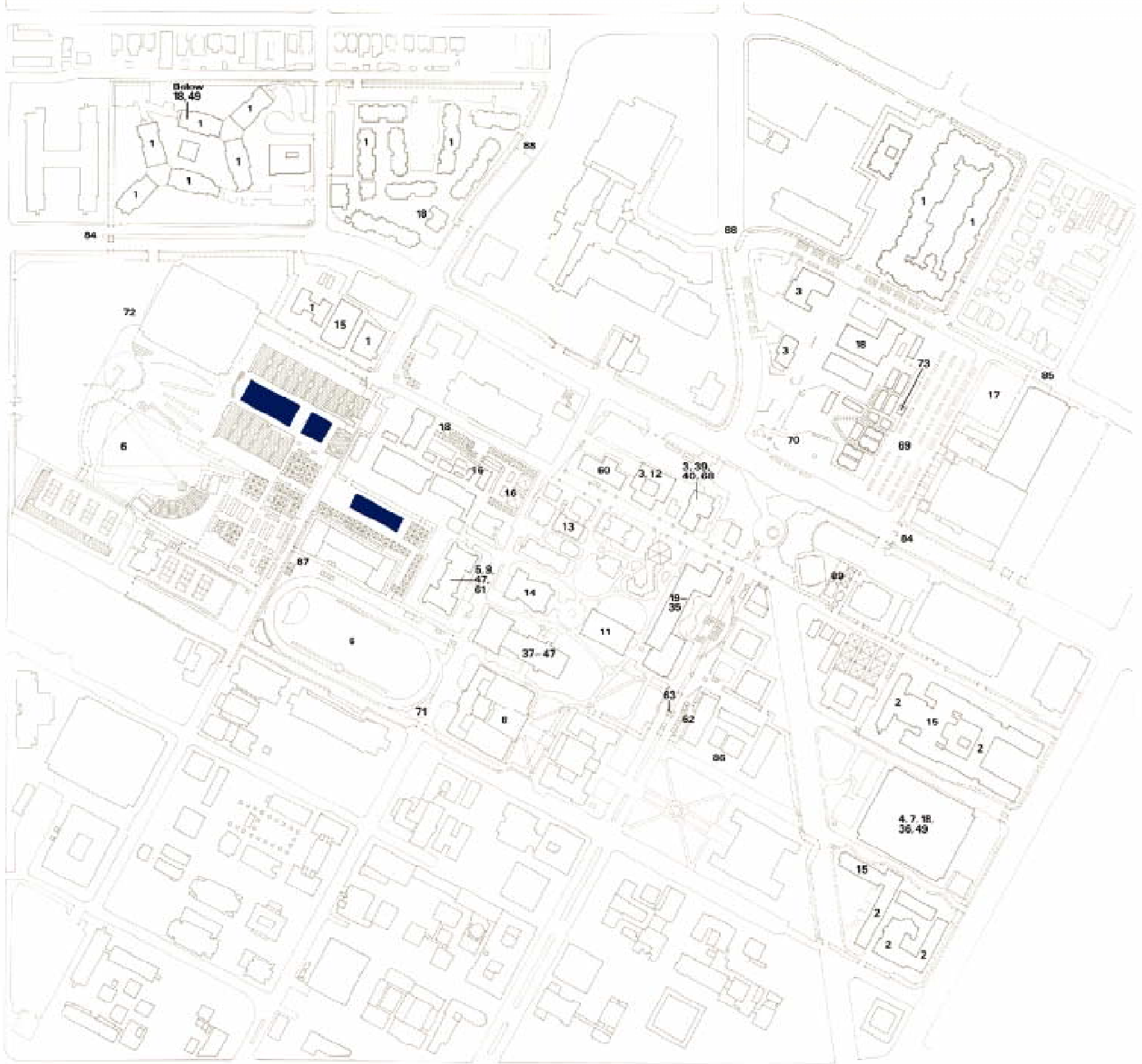
First floor plan of NOC offices in the Annenberg Communications Building



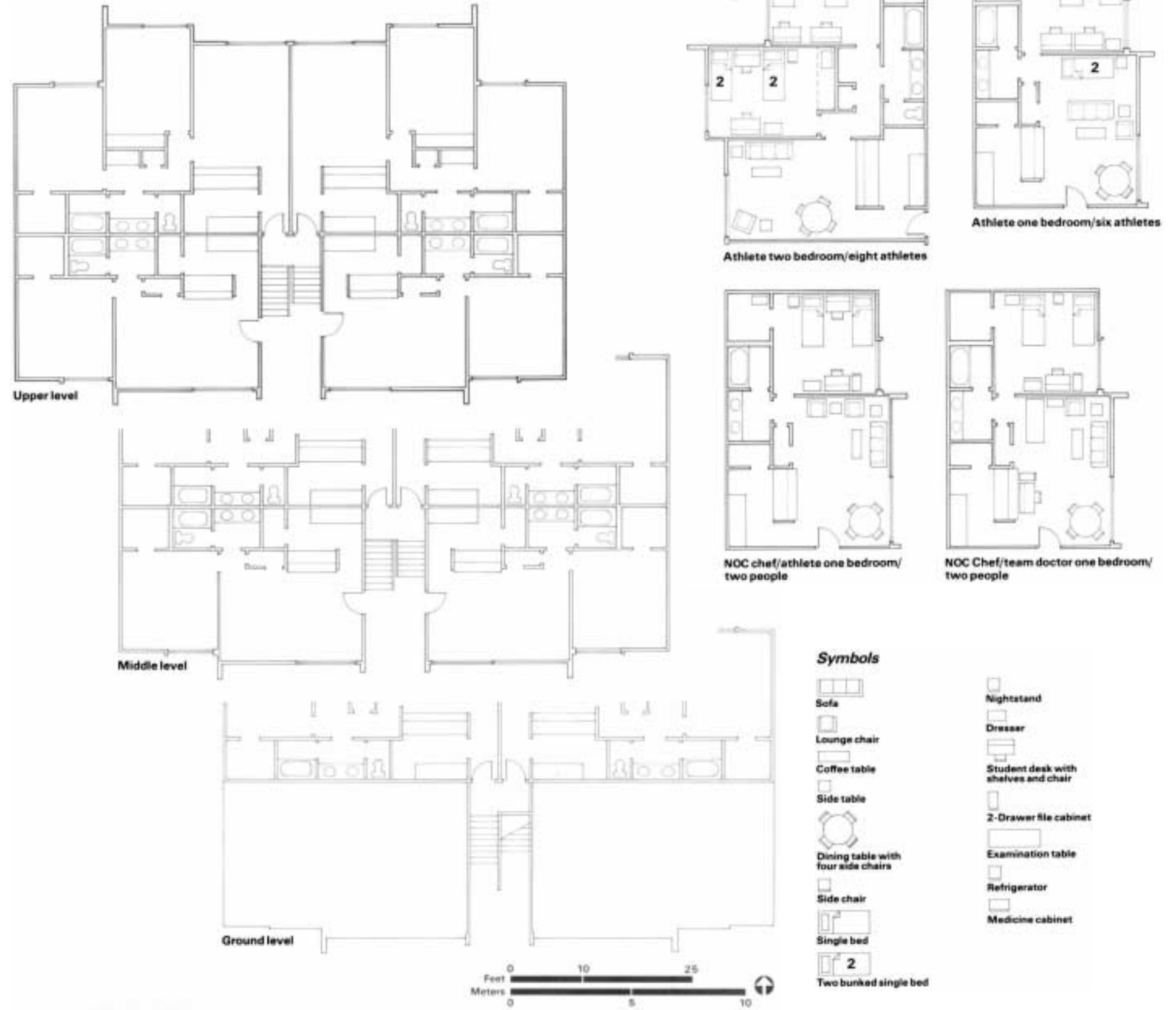
Plan of Main Street and the international zone



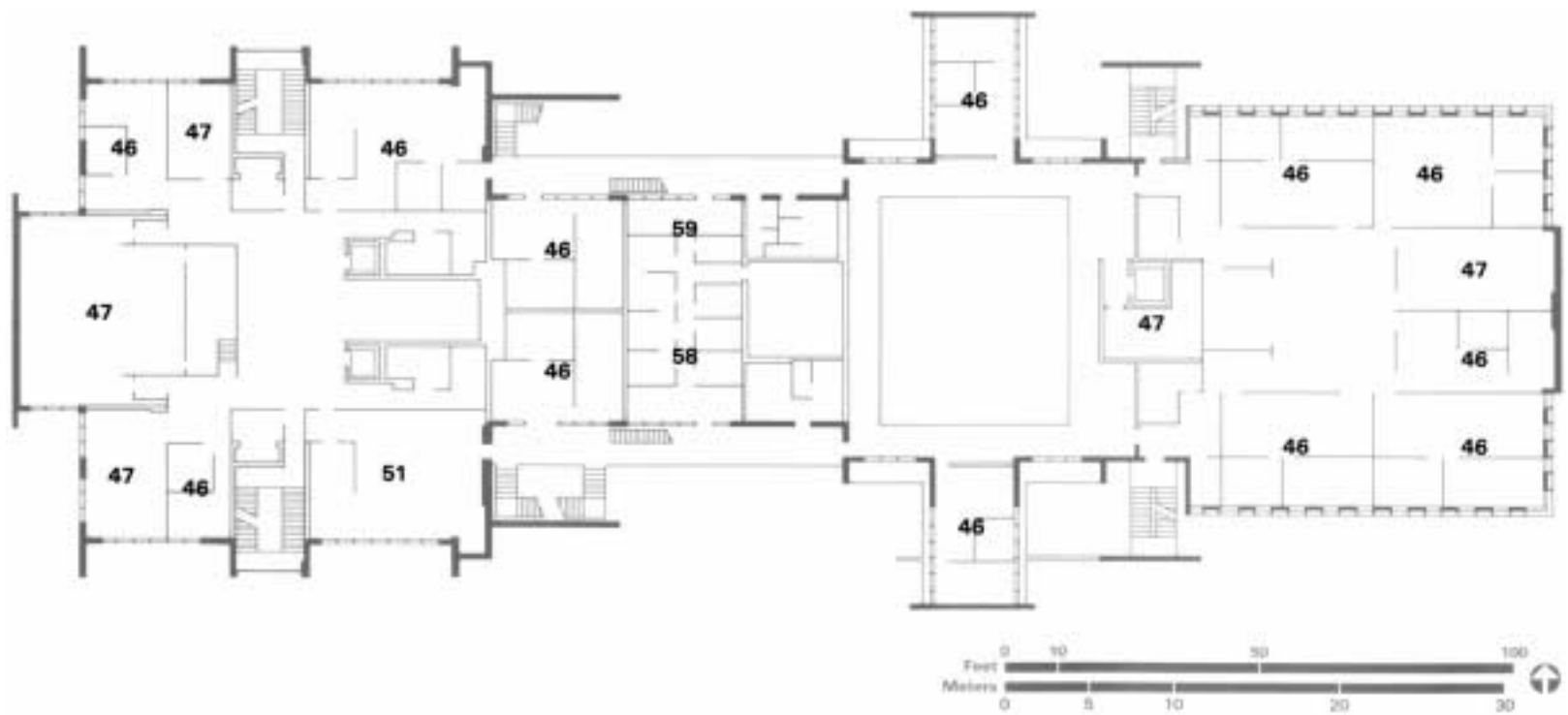
Site plan of the Olympic Village
at USC



Plans and furniture arrangements for athletes' housing in a typical apartment style complex



Second level of NOC offices



Architecture and Construction

USC Village				
Introduction	The USC Olympic Village was created on 49 acres of the campus of the University of Southern California. More than 6,000 athletes and officials from 79 NOCs were housed in permanent residential halls and apartment style student accommodations. Other existing structures were adapted to new uses and temporary facilities were installed to create comfortable living and recreational areas.			
Department/Function	Space Use (in feet unless noted)	Notes		
Accommodations				
1	12 x 15	Olympic team accommodations at USC were provided in existing student housing structures. There are two basic types of housing units at USC: the residence hall complex and the apartment complex. Assignment of rooms met the requirements set by California state law of providing a minimum of 90 square feet per person and no more than 10 persons in a unit per 1 shower and 1 toilet facility.		
		The typical apartment buildings:		
		Bedroom units with 2 or 3 beds per room, desk, chair, dresser. 2 and 4 bedroom complexes were available and slightly larger.		
		Living room/dining room with couch, chairs, dining table with 4 chairs.		
		Bathroom with sink, toilet, bathtub/shower.		
		2	13 x 16	The typical residence hall: Bedroom with 2 beds, desk, chair, dresser, communal toilet and shower facilities.
				All units had a separate recreation or lounge room with chairs, television, video games.
				Athletes typically were housed three to a bedroom; NOC chef de mission typically received his own room or shared with the team doctor.
				Within the apartment complex there were (162) 1-bedroom units housing 972 athletes, (87) 2-bedroom units housing 2,296 athletes, (27) 1-bedroom units housing 54 NOC chefs and athletes, (70) 41-bedroom units housing 140 NOC chefs and team doctors, (45) 1-bedroom units housing 270 athletes and coaches, (12) 2-bedroom units housing 60 NOC chefs, or doctors and athletes, (40) 4-bedroom units with 2 bathrooms housing 400 athletes, 25 double rooms housing 50 athletes, 40 single rooms housing 40 NOC chefs or doctors, (23) 1-bedroom units housing 92 athletes, (41) P-bedroom with two bathroom units housing 410 athletes, (32) 1-bedroom units housing 160 athletes and (14) 2-bedroom units housing 84 athletes for a total of 5,028 beds in the apartment complexes.
				Residence Hall Complex
		There were a total of 6,978 beds in the USC Village.		
Athlete Services				
Religious Services Center				
3 Counseling Service Center	200 square feet	Counseling center for all denominations. Churches or worship centers available for Catholic, Islamic, Jewish and Protestant religions.		
Sports Services				
4 Armory	20 x 22	Two 6-foot work benches, 8 foot lockable cabinet, grinder.		
5 Athlete Registration/Information	14 x 24	Athlete registration room, capacity for 30.		
5	26 x 30	Sports information desk.		
6 Athletics Training Facility		Existing 400 m track with all infield facilities.		
6		Equipment supplied: 2 pole vault pits, 2 high jump pits, starting blocks, 15 shots of 7.27 kg, 16 shots of 4 kg.		
6		Auxiliary training area for throwing events with 15 hammers, 30 cables, 30 handles, 1 cage, 18 (1 kg) discus, 20 (2 kg) discus, cage, 20 (600 gm) javelin, 30 (800 gm) javelin.		
6	10 x 10 tent	Athlete check-in.		
6	20 x 40 tent	Athlete rest area for 120.		
6	20 x 60 tent	Medical services tent with 12 treatment tables, refrigerator, water cooler.		
6	15 x 30 tent	6 portable toilets and handwash facilities.		
6	10 x 40	Rest area.		
6	20 x 40	Rest area.		
7 Bicycle Repair	20 x 42	Four 6-foot work benches, compressor, bike stand, lockable storage cabinets.		
8 Gymnastics Training	8900 square feet	Existing gymnasium building. Gym with (2) 12 m x 12 m surfaces, carpet and 1 wood surface. For rhythmic gymnastics: piano, tape desk, 2 treatment tables.		
8	7800 square feet	Gym with 2 carpets for floor exercise, one each for men and women; tape deck, piano, treatment table.		
8	14 x 108	Vault runway and apparatus.		
8	24 x 108	Vault runway and apparatus, 2 balance beams, uneven bars.		
8	42 x 70	Men's gymnastics training area with parallel bars, horse, rings, high bar, 8 chairs.		
8	25 x 28	Sports medicine facility with 6 treatment tables.		
8	11 x 28	Sports medicine staff office.		
8	16 x 24	Training site director's office.		
8 Massage/Therapy	(2) 14 x 22	Separate room for men and women; each with 3 treatment tables, adjoining changing and shower room.		
8 Meeting Room	24 x 36	Team meeting room with seating for 77.		
Recreation Equipment		Equipment for check out: 16 cabinets, 16 hand pumps, 6 table tennis sets, 200 decks playing cards, 30 footballs, and 60 each of the following: jump ropes, checker sets, chess sets, scrabble sets, backgammon sets, frisbees, soccer balls, hula hoops, monopoly sets, kahala sets, domino sets.		
8 Rest Area	4910 square feet	3 separate rooms of various sizes with a total of 78 cots for approximately 100 athletes.		
8 Sauna	(6) 50 square feet	(4) units in men's locker room, (2) in women's locker facility.		
8 Swimming Pool	8800 square feet	Indoor 50-yard pool with 8 lanes, for recreation.		
8 Training Site Administration	16 x 44	Training site allocation and administration counter with 11 work stations, 6 computer terminals. For information and sign-up for all Olympic training facilities.		
9 Weight Training	30 x 38 and 74 x 80	Existing facility with universal and Nautilus equipment.		
10 Wrestling Training Facility	120 x 145	8 (10-meter) training mats placed outdoors in tented areas.		
10	11 x 11 tent	Athlete entry and check-in.		
10	10 x 10 tent	Reception and waiting area for 4.		
10	10 x 20 tent	Massage area with 2 treatment tables.		
10	10 x 10 tent	Storage facility.		
Entertainment				
11 Cinema		Existing facility for 341.		
12 Coffee House		Existing facility for 338.		
12	24x48	Open seating for 300, 72 tables, self-service area, 7 x 16 stage, band equipment, lighting system.		
12		Refreshment area and kitchen.		
13 Disco	3500 square feet	Existing soundstage.		
13	1775 square feet	Indoor seating for 100.		
13		Outdoor seating for 100.		
13	1625 square feet	Dance floor.		
13	10 x 30 tent	Refreshments.		
14 Showcase		Existing facility for 670.		
Food Service				
15 Athlete Service	(2) 81 x 150	King Hall dining room with 963 seats, (76 outside), serving stations, kitchen facility.		
15	(2) 64 x 142 and 30 x 85	EVK Residence Hall dining room with 752 seats (236 outside) with serving stations and kitchen facility.		
15	50 x 136 and 36 x 70	Trojan Residence Hall dining room with 476 seats (190 outside) and serving and kitchen facilities.		
16	(19) 20 x 20 tents	Lot P, temporary feeding facility established in the village in a parking lot. Seating for 1,016. 24-hour service facility.		
16	10 x 80 tent and (2) 20 x 30 tents	Lot P, serving and preparation facilities.		
17 Food Preparation	163 x 240	Shrine Auditorium modified for use as a food preparation area including: 26 x 124 temporary kitchen and product staging area, 88 x 150 dry goods and frozen storage.		
17	30 x 62	Existing kitchen facility in Convention Hall.		
17	(2) 126 x 40	Locker room for food service staff; 570 individual storage lockers in each, 350 for men and women.		
17 Food Services Office	18 x 28	Office for 10.		
17 Guest Food Service		1000 guests per day in village in team dining facilities.		
18 Staff Food Service	(3) 8 x 20 trailers	Refrigerated box lunch storage. 1800 meals served per shift (3 shifts per day).		
18	20 x 20 tent	Distribution area.		
18	(8) 20 x 20 tents	Staff eating area for 300, also athlete "overflow feeding area." Lot P.		
18	34 x 52	Staff eating area for 112, 32nd Street.		
18	26 x 26	Staff eating area for 48, 32nd Street.		
18	64 x 108	Staff eating area for 402, Lot C.		
18	62 x 90	Staff eating area for 256, Century.		

Main Street			46	1200 square feet	2 NOCs received: 1 private office, 2 secretary/support stations. 7 staff work stations, conference room for 16.	60 Laboratory	16 x 24	Complete testing facilities.
19 Bank	24 x 30	5 service window positions, work stations for 4.	46	1500 square feet	6 NOCs received: 2 private offices, 3 secretary/support stations. 10 staff work stations, conference area for 20.	60 Medical Records	12 x 14	Records storage.
20 Calling Center	(2) 16 x 30	Existing classrooms; 22 calling stations private.	NOC Services			60 Nurses Station	10 x 10	Observation and waiting area.
21 Convenience Store	(2) 25 x 30	Assorted products displayed on 32 tables.	47		Conference rooms were available to all NOCs on a sign up basis.	60 Pharmacy	12 x 24	Work area and dispensary.
22 Dry Cleaning/Tailor Service	15 x 16	4 racks, 1 desk, receiving point only-cleaning done off-site.	47 NOC Conference Rooms	(3) 13 x 16	14 seats.	60 Primary Care/Trauma	(2) 7 x 16	Examination and treatment area.
23 Flower Shop	16 x 20		47	(3) 16 x 32	20 seats.	60 Radiological Services	16 x 42	Dark room, X-ray room, viewing room.
24 Hair Salon	20 x 25	9 chairs and stylists	47	(4) 14 x 20	16 seats.	60 Reception	17 x 20	Waiting area for 20.
25 Information Kiosk	10 x 20 tent	2 chairs per kiosk.	47	48 x 64	NOC briefing room, 352 seats.	60 Staff Lounge	14 x 20	Lounge for 16.
26 Music Listening Room/Library	16 x 20	6 listening stations. Check-out for 1,000 paperbacks, 30 cassette decks, 200 cassettes, 120 magazines and newspapers.	47	34 x 46	NOC briefing room, 143 seats.	60 Staff Office	12 x 14	Office for chief medical officer.
27 National Park Display	8 x 16		47	10 x 16	10 seats.	60 Storage	(3) 8 x 14	
28 Post Office	14 x 32 trailer	Sales and service point for U.S. Postal Service.	47	10 x 24	24 seats.	60 Triage	15 x 16	Emergency patient evaluation, 2 cubicles.
29 Refreshment Tent	24 x 40	4 beverage dispensers. snacks.	47	32 x 36	100 seats.	61 Physical Therapy	38 x 74	6 hydrotherapy pools, 2 massage tables, 12 treatment tables, 8 taping tables. sauna.
30 Sports Results	10 x 20 tent	Counter with 4 terminals, 2 printers, tables, chairs.	47		148 theatre style. 200 theatre style. 50 theatre style.	Press Operations		
31 Technology Training Area	16 x 20	8 training positions and equipment.	48 Customs Broker	9 x 14	Work area for 2.	62 Press Conference Center "International Zone"	(4) 10 x 10 tents	Tables and shade structures for 200.
32 Travel Shop	20 x 25		49 Equipment Storage	(246) 9 x 20	Lockable storage bins, 1 or more assigned to each NOC depending on team size.	62 Press Interview Room	10 x 20 tent	Chairs for 12 at athletics training facility.
33 TV Lounge	16 x 16	Lounge chairs for 16, large screen television.	49	15536 square feet	NOC storage in Century Residential Complex.	62 Rest Area	10 x 40 tent	Lounge for 40, beverage service.
34 Video Arcade	(2) 20 x 25	25 video games.	50 General Assistance	9 x 17	6 clerks, lost and found area, telex and telecopy center.	62 Staff Offices	10 x 20 tent	Office for 3 at athletics training facility.
35 Video Viewing	16x34	12 viewing machines, work area for 1 staff.	51 Lounge	26 x 36	Work table for 14. kitchen, 3 desks.	63 TV Interview "International Zone" Security	20 x 20 tent	Seating for 15, elevated platform for 2.
Material Supply			51 Messenger Service		7 messengers.	64 Briefing Room	28 x 30	Table space and chairs for 60.
36 Administration	18 x 41	Staff office for 12.	52 NOC Transportation	10 x 10	Office for 1 transportation manager.	64 Conference Room	14 x 30	Meeting room for 22.
36 General Supplies	400 square feet	In parking structure C.	53 NOC Service Counter	12 x 46	Services ordering and reservation counter for 8 staff. Includes space for 200 individual NOC mail boxes.	64 LAOOC Staff Offices	9 x 12	Office for 2 supervisors
36 Office Supply Storage	8 x 20	Office for 2.	54 NOC Services Coordinator	8 x 8	Office for 2.	64	13 x 14	Office for 4 coordinators.
Mayor's Office			55 Office Manager	8 x 10	Office for 1, adjacent work area for secretary/support.	64	14 x 20	Office for 5.
37 Bureau Manager	(2) 8 x 9	Office for 1 each	56	24 x 26	Work space with table and chairs for 12 staff.	64	13 x 14	Office for 3 managers.
37	20 x 34	Lounge for 20.	57 Photocopying	(2) 32 x 32	Separate air conditioned areas with 10 copiers, work area, paper storage.	64	8 x 82	10 work stations for secretary/support.
38 Conference Room	12 x 14	Meeting room for 6	58 Translation Services	(6) 10 x 10	Rooms for ordering and providing translation services.	64	4 x 12	Radio base station.
39 Envoys and Aides	30 x 40	Chairs and table space for 42.	59 Typing	22x44	Work processing center, printers, personal computers. 15 work stations, copy center, waiting area for 6.	65 Los Angeles Police Office	(4) 30 x 30	Briefing room for approximately 30; 3 staff offices.
40 Envoy Manager Hospitality	(2) 10 x 15 200 square feet	Office for each. Refrigerator. tables, chairs.	Polyclinic & Medical Services			66 Reception Room	10x16	Waiting area for 4, reception desk for 1.
41 IOC Office	12 x 22	Semi-private office for 2 plus 5 guests.	60 Conference Room	16x28	Conference room for 26.	67 Rest Area	10 x 40 tent	Lounge for 40, beverage service.
42 Mayor	13 x 14	Desk, chair, television, 4 guest chairs.	60 Consultation/Examination	(7) 10 x 14	Existing examination rooms with chairs, table light.	Technology		
43 Protocol Officer	(2) 10 x 10	Office for 1, each with 2 guest chairs.	60 Dental	(2) 12x14	2 examination areas.	68 Message Center	600 square feet	Radio base station, paging base. 9 (6-foot) tables, 9 chairs, file cabinet, 6-foot message board, pigeonhole set.
44 Reception Area	12 x 18	Lounge chairs and table for 10, 1 secretary/support.	60 Doping Control/Gender Verification	14x16	Toilets and handwash facilities.	68 Paper and Copier Spares	(2) 10 x 45 trailers	
45 VIP Hosting	32 x 47	Existing lounge, tables and lounge chairs for 30.	60 Eye Care	6 x 14	Examination area, hand-wash facilities.	68 Radio Repair, Spares, Storage	12 x 18	Test equipment, 4 (6-foot) tables.
NOC Offices			60 Conference Room	16x28	Conference room for 26.	68 Radio Systems	18 x 36	13 repeater radios, 1 antenna mast, emergency back-up battery, 2 transmitters.
46		All NOCs received an office based upon team size. Each office was provided 1 television, 1 typewriter, 1 safe. Each NOC was also provided a pager.	60 Consultation/Examination	(7) 10 x 14	Existing examination rooms with chairs, table light.	68 Sponsors Work Area	38 x 42	Table space for 36 sponsor/vendors.
46	500 square feet	20 NOCs received: 1 secretarial/support work station, 2 staff work stations, conference room for 8.	60 Dental	(2) 12x14	2 examination areas.	68 Staff Offices	20 x 12	Work space for 8.
46	700 square feet	13 NOCs received: 1 private office, 1 secretary/support work station, 2 staff work stations, conference room for 4.	60 Doping Control/Gender Verification	14x16	Toilets and handwash facilities.	68 Telecommunications	20 x 22	Village switchboard facility; work area for 14 operators.
46	900 square feet	7 NOCs received: 1 private office, 2 secretary/support stations, 4 staff work stations, conference room for 12.	60 Eye Care	6 x 14	Examination area, hand-wash facilities.	68	20 x 22	Audio distribution office; work area for 12.
						68 Training Equipment Area	20 x 20	4 terminals and printers, IBM personal computer.

Architecture and Construction

Transportation			Village Administration			Village Entry Points					
69	Athlete Bus System	52 x 200	Athlete system bus dispatch, 42 bus and 18 x 125 loading/unloading bays; destinations include: airport, venues, training sites.	75	Administration	12 x 16	Private office for 1, 3 guests.	84	Athlete Bus Entry	32 x 118	East and west side bus entry route to village perimeter, exit on existing and newly fenced street. Holding area for 21 escort vehicles and escort vehicle turning circle.
70	Athlete Waiting Area	(10)10 x 10 tents	Waiting area for 60, restrooms, beverage service. 8 x 26 x 40 reader board with bus system schedules and route numbers.	76		22 x 28	Reception and waiting area for 4, 2 secretary/support stations, 2 staff work stations.			10 x 20 tent	Security gate house, at village fence perimeter.
71	Coliseum Shuttle	28 x 110	Shuttle for athletes to athletics and boxing site; 5 bus loading/unloading docks.	77	Construction	14 x 20	Conference room for 16. Office, 3 desks, 3 chairs.				East side bus entry/exit to village perimeter on existing and newly fenced street. Holding area for 23 escort vehicles and escort turning circle.
		28 x 48	Shuttle waiting area, shaded: tables and chairs for 90. beverage service. Magnetometer at entry/exit to shuttle boarding.			400 square feet	Conference area, 2 6-foot tables, 6 chairs.				Security gate house, at village fence perimeter.
72	Olympic Family Drivers Rest Area	(2) 30 x 30 tents	Water cooler, television, 250 chairs.	78	Coordinators' Office	26 x 30	Office area for 11, each with desk and 2 chairs.				
73	Tower-Athlete System	24 x 32	40-foot high platform for bus system dispatch and control. Work area for 12.	79	Directors' Office	28 x 64	Office for 17. each with desk and 2 chairs.				
74	Transportation Management	24 x 36	Work area for 8, television.	80	Finance	28 x 31	Office for 10.				
	Vehicle Call-Up Desk	10 x 10 tent	1 table, 2 chairs.	81	Personnel	28 x 31	5 staff, 10 chairs. Responsible for timekeeping, staff check-in.				
				82	Public Relations	14 x 20	Office for 2.				
				83	Staff Work Center	20 x 30	Chairs and table space for 10.				
				83	Uniform Distribution	12 x 15	Copy Center				
						26 x 38	8 (6-foot) storage lockers, tables.				
85	Deliveries	(13) 12 x 20 spaces	Food Service vehicle pick-up and delivery loading zone.	85				85			
		20 x 38	Receiving station.								
		12 x 12	Office for service entry manager.								
		12 x 12	Office for service entry security.								
	Internal Entry	(6) 10 x 10 tents	Check point at entry/exit to each athlete housing unit.								
86	Main Entry	(6) 12 x 12 tents	Guest reception area. Each tent with 2 tables, 2 chairs, telephone. Adjacent waiting area for 40.								
86		12 x 12 tent	Residents entry/exit. desk, chair, magnetometer.								
86		20 x 100	Guest credentialing area; 260 individual storage units for guest identity cards. Counter, work area for 14 staff.								
86		12 x 12	Main entry security office for 2.								
86		12 x 12	Main entry coordinators office for 1.								
86		10 x 10 tent	Escort check-in area.								
86		10 x 10 tent	Cashier for purchasing meal tickets.								
86		18 x 48	Shaded waiting area for 15 escorts.								
86		12 x 32	Waiting area for 30 guests.								
87	Press Entry	10 x 20 tent	Entry and press credentialing; work area for 3, magnetometer.								
		10 x 20 tent	Exit and badge return.								
		10 x 16	Waiting area for 30.								
88	Service Vehicle Entry-MC/lin-tock	60 x 280	Fenced area, sweep and inspection area for 3 vehicles, 70-foot turning circle.								
		10 x 20	Staff work area for 4.								
88	Service Vehicle Entry-Hoover	60 x 280	Fenced area, sweep and inspection area for 3 vehicles, 70-foot turning circle 40-foot unloading area.								
89	Staff Entry	16 x 50	Staff queuing area.								
89		30 x 60 tent	6 desks for preliminary identification check, 6 desks for credentialing, badge storage rack, holding area for 8, time clock and time card rack.								
89		20 x 20 tent	Village entry/exit point, 2 magnetometers, 2 staff, security.								

7.03.21

Village: UCLA

The athlete village at UCLA had a different ambience than the one at USC. The campus of the University of Southern California is compact and urban in character, whereas UCLA's is more park-like. Unlike the residential facilities used to house athletes at USC, the residential facilities in the UCLA Village were segregated from the rest of the campus. The UCLA Village design was simplistic in that a single fence system enclosed the housing sector and isolated it from the rest of the campus. The athletic training facilities at Drake Stadium, on the intramural field and at Wooden Center were also enclosed in the 65-acre village. A total of 4,400 athletes and officials were housed at UCLA. The four dining hall facilities had the combined capacity to serve 2,000 athletes simultaneously. There was a total of 33,000 linear feet of fencing surrounding the UCLA Village.

The construction task at UCLA was difficult, however, since the LAOOC construction crews gained access to the campus grounds only seven days prior to the opening of the village. Construction crews worked under the severe time constraint to complete all work within seven days. Early access was granted for infrastructure work such as the installation of power, telephone and technology cables.

The village was extended to include the James West Alumni Center which commanded a prominent position at the end of Westwood Boulevard. The West Center was architecturally suited and ideally located to serve as the entry to the village. Use of the West Center was not included in the original agreement with UCLA, but was added later. The West Center was decorated with ceremonial arches and Look scaffolding which were illuminated at night.

The UCLA campus was not as well equipped to handle the human needs of the athletes as was USC. The LAOOC developed an all-in-one solution by creating the "Main Street" concept, which consisted of a disco, coffee shop, barber shop, convenience store, video arcade, a park ranger station and telephone center along the 40-foot-wide concourse at the top of Drake Stadium. The concourse was suitable for pedestrians, with a concrete wall and restrooms on one side and stadium seats cascading down the other side. Scaffolding was extended over several rows of seats, creating a platform for the installation of tents. The necessary utilities, water and power, were available on the concourse and distributed through electrical wiring and pipes under the scaffold platform. Main Street became one of the most visible locations in the UCLA village and served as the focal point of social activities.

Additional entertainment facilities included a concert facility and four major concerts were held at UCLA (and at USC) during the course of the Games. An existing outdoor amphitheater was utilized for stage entertainment and also as an outdoor movie viewing area. The Sunset Canyon Recreation Center became a popular place for athletes to sun bathe.



64

A bus depot was located on the intramural field. The 25-stop depot was constructed south of Circle Drive East. Bus traffic was directed from a 35-foot-high scaffold tower constructed there. A decorative scaffold structure was erected adjacent to the transportation tower, providing shade for athletes waiting for buses. After the Games, the three lanes of asphalt that had been laid to create the bus loading area were removed and the area was re-sodded.

Athletic training facilities were constructed at UCLA. The LAOOC resurfaced the Drake Stadium track with Rekortan and temporary training facilities, including a javelin throw runway and discus ring, were placed on the intramural field. The existing swimming pool and weight training room were utilized. Four wrestling platforms were constructed on raised scaffolding. Temporary group sauna facilities were also constructed.

Scaffolding was used to construct a bridge between Wooden Center, the training and warm-up facilities used by gymnasts, and Pauley Pavilion, the venue used for gymnastics competition. The bridge linked Wooden Center, located within the security fencing of the village, and Pauley Pavilion which was directly adjacent to, but not part of, the athletes village. A bridge was constructed over the 8-foot grade change that existed between the two buildings. The scaffold bridge was covered with white sheer fabric to shield the athletes from view and was decorated with the Olympic rings and additional colored fabrics. The bridge became a ceremonial archway to pedestrians entering the UCLA Village. It led to the intramural field and the three concentric curve formation of the flags of the nations.

A perimeter security fence was constructed around the dormitories, isolating the village from the rest of the campus. As the village was totally contained within the confines of the university, the necessary permits and approvals were easily obtained. The athletic facilities at Drake Stadium, the intramural field and the new Wooden Center were also enclosed with fencing.

Existing residence halls and food facilities were adequate to service the needs of the village residents. The residential facilities were segregated from the rest of the university in the northwest section of the UCLA campus. The university improved the existing walkway by adding pavement and landscaping which greatly increased the accessibility of the campus from the residence halls.

64 Visitors to the UCLA Village were greeted with giant scaffold structures which served as decorative entryways to the village administrative headquarters.



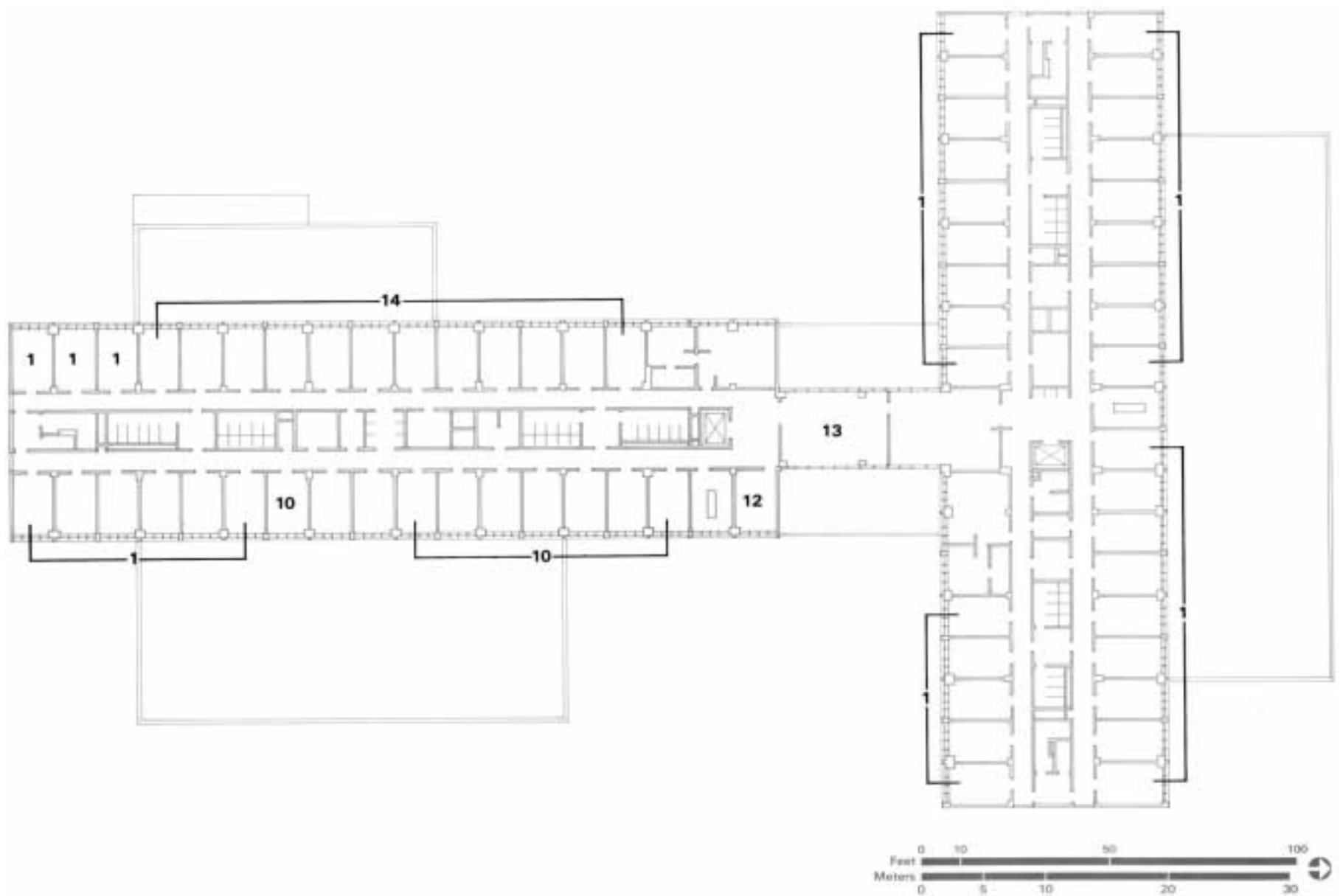
Athletes were housed in four high rise buildings and two apartment complexes. NOC office space was located in the residence halls and in temporary office trailers. Accommodations within the high rise buildings consisted of rooms housing two or three athletes with bathrooms located on either end of each floor. The low rise apartments were designed to hold eight athletes each, with a separate toilet facility and living room for each apartment. Air-conditioning was not supplemented.

Take-down procedures after the Games were as critical as the pre-Games construction efforts. Construction crews worked under a rigid schedule to disassemble the village and repair the UCLA campus for the start of university classes. The intramural field and other athletic facilities were made ready for the start of collegiate athlete training and practice sessions within days following the close of the village on 15 August.

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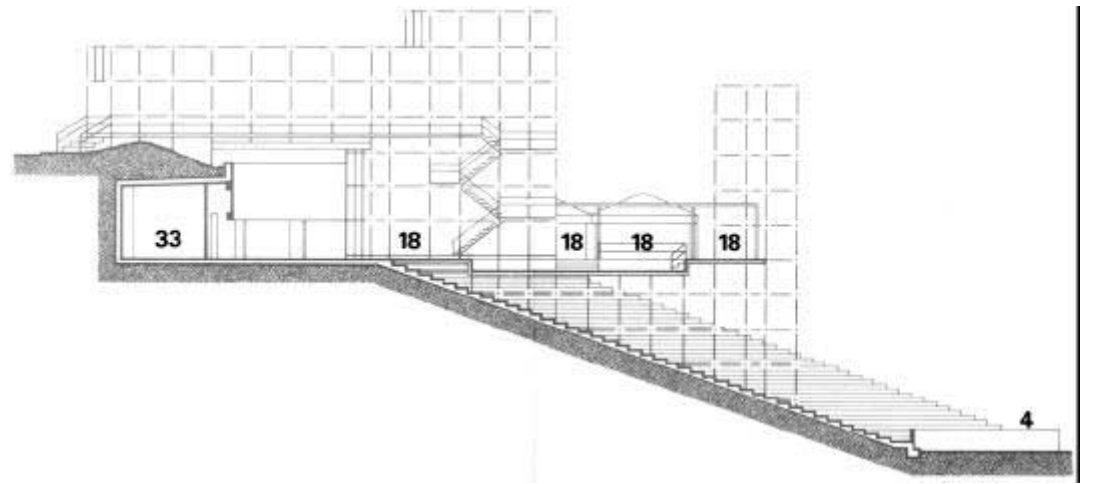
65 The coffeehouse and discotheque at the UCLA Village is supported entirely by scaffolding placed over the seating area of the university's Drake Track and Field Stadium.

Plan of typical athlete housing in a residential hall



Site plan of UCLA Village

Section through disco/coffeehouse at UCLA Village looking north

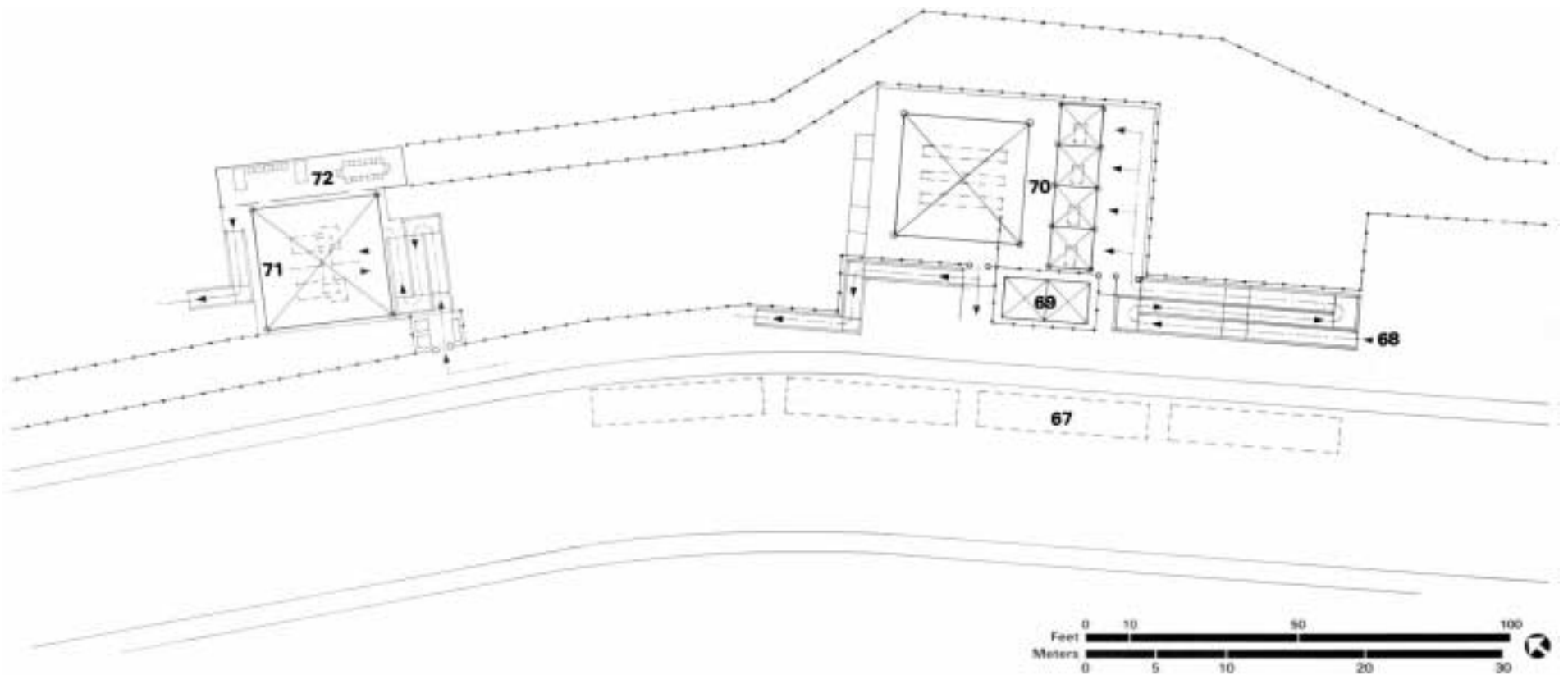


Plan of disco/coffeehouse
at UCLA Village

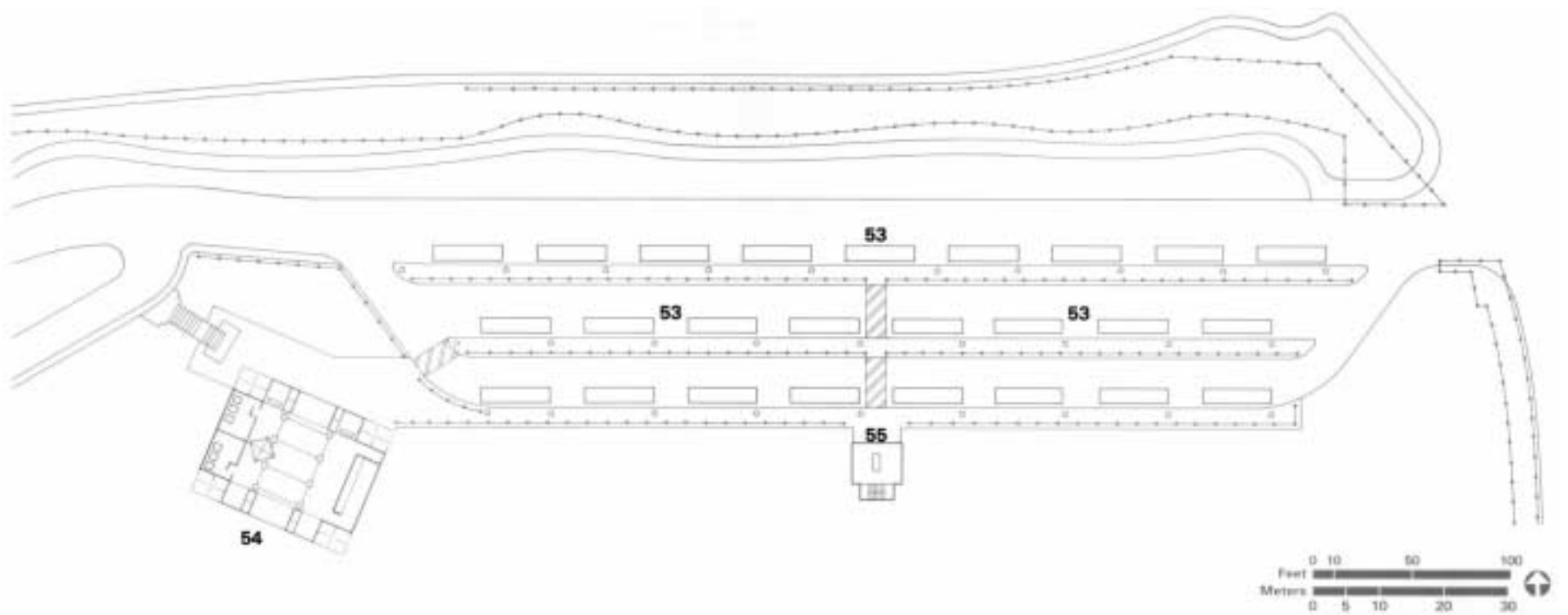


Architecture and Construction

Plan for staff entry at UCLA



Site plan of athlete bus loading terminal at UCLA Village



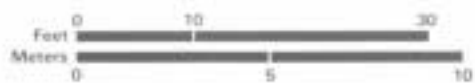
Plan and furniture arrangements for typical residence hall

Typical rooms



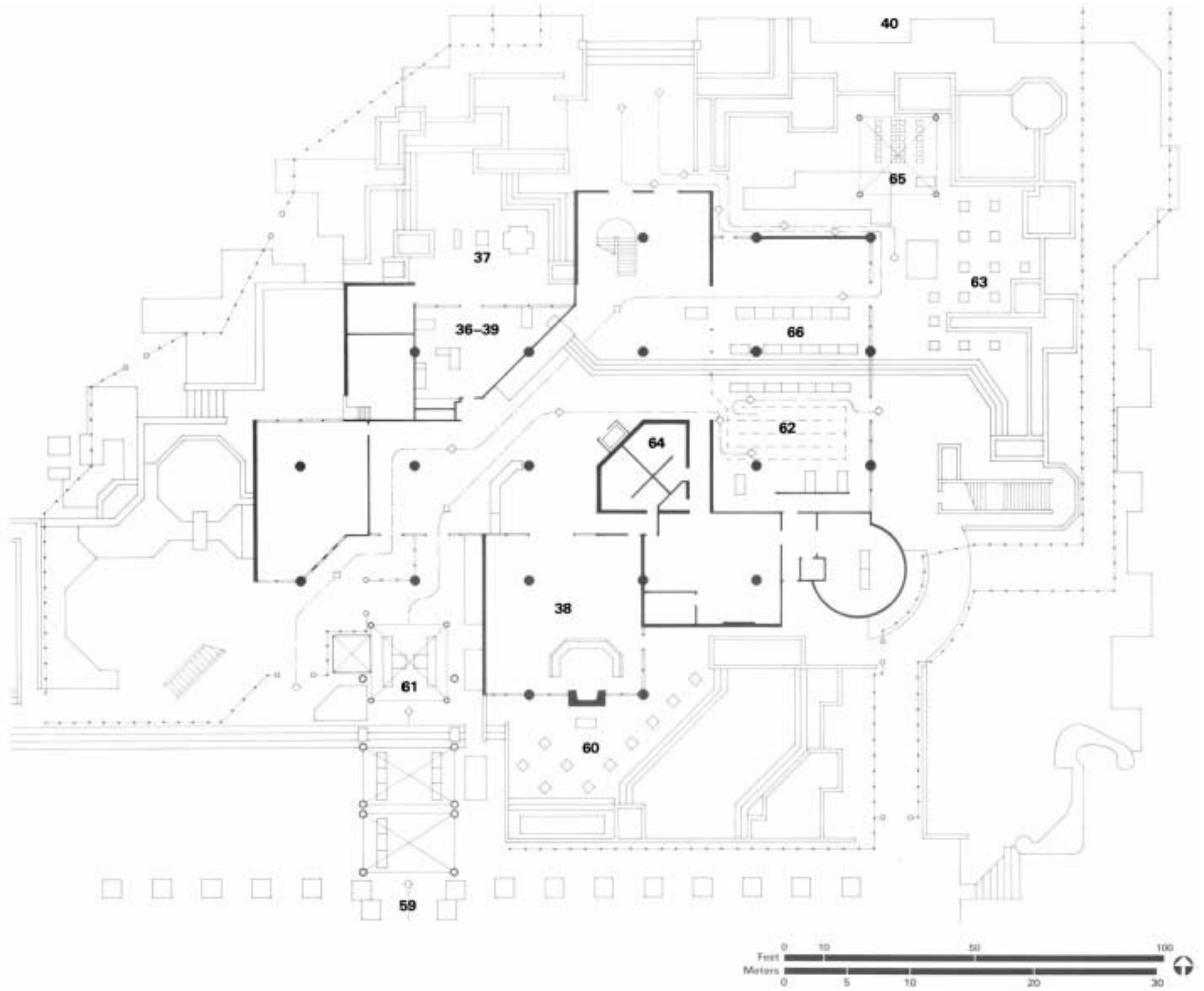
Symbols

- Single bed
- Two bunked single beds
- Examination table
- Table
- File cabinet 2-drawer
- Side chair
- Lounge chair
- Portable refrigerator
- Examination light
- Telephone



Architecture and Construction

Plan of Main Village entry/exit point
at the James West Center for the
Olympic Village at UCLA



66

66 Competitors train on the Drake Stadium track with the scaffold support structures for Main Street and the coffehouse/discotheque in the background.



67

67 A giant transportation tower rises above the UCLA Village's bus depot in order to direct traffic.

UCLA Village

Introduction The UCLA Olympic Village was created on 60 acres of the campus of the University of California, Los Angeles. More than 3,600 athletes and officials from 61 NOCs were housed in permanent student residential facilities. Existing training and athletic facilities, administrative areas and others were adapted and temporary facilities installed to create comfortable living, recreation and administration areas.

Department/Function	Space Use (in feet unless noted)	Notes
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Accommodations

Olympic team accommodations at UCLA were provided in existing student housing structures called residence halls and residential suites.

Assignment of rooms met the requirements set by California State Law of providing a minimum of 90 square feet per person and no more than 10 persons in a unit per 1 shower and 1 toilet facility.

There were four high rise residential halls. The typical Residence Hall had:

Bedroom with 1, 2 or 3 beds, (if 2 beds, bunk style), B-foot table, 2 chairs, lamp, fan, dresser. Communal shower and toilet facilities shared with all units on the floor level.

All residential halls had a main lobby recreation or lounge room with 80 chairs, television, pool table, table tennis and video games. An additional lounge approximately 20 x 28 was on each housing floor. Televisions in all lounges.

Also in the lobby area were library/music listening room for 12; protocol staff office for 3; building management offices; key rack and reception desk.

Athletes typically were housed 2 to a bedroom; NOC chefs de mission and team doctors received their own room or shared with each other.

There were two residential suite complexes. The typical residential suite had:

2 bedroom units with 2 or 3 beds per room, desk, chair, dresser.

Living room/dining room with couch, chairs, dining table with 2 chairs.

Bathroom with 2 sinks, toilet, bathtub/shower.

At UCLA there were the following rooms: 30 single rooms for NOC chefs; 20 double rooms for NOC chef and team doctor; 1,126 double rooms for 2 athletes and 20 triple rooms for 3 athletes. A total of 2,362 beds were available in the residence halls.

The residential suites provided the following: (162) 2-bedroom suites for 8 athletes and (11) 2-bedroom suites for team doctors and NOC chefs. A total of 1,318 beds were provided in the suites. A total of 3,690 beds existed in the UCLA Village.

Athlete Services

3 Armory	16 x 31	6-foot work bench, 3 vices, 3 work lights, 2 grinders, B-foot storage cabinet.
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4 Athletics Training Site		Existing 400 m track with all infield facilities and equipment. Separate throwing practice area.
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5 Bicycle Repair	20 x 60	8 (6-foot) work benches and light, 12 lockable tool storage cabinets, B chairs, 4 vices, air compressor, 4 bike stands, cleaning tank and solution.
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5 Bicycle Storage	(5) 12 x 26	Individual NOC storage areas for 294 bicycles.
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5	(14) 12 x 12	
5	(10) 8 x 12	

6 Gymnastics Training	(5) 400 square feet	10 individual rooms assigned by team for changing and meeting; 5 men's, 5 women's with bench seating for 6 and full length mirrors. Adjacent toilet and shower area.
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6	20 x 35	Rest area for 100, television, beverage service. Staging area prior to call to begin competition. Wired to public announcement system in Pauley Pavilion.
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6	92 x 117 100 x 198 64 x 114	3 gymnasiums subdivided to establish 8 separate training areas with a total of 4 complete sets of apparatus for men and 4 for women; including 1 area for men and 1 area for women for pre-competition warm up. All areas converted for rhythmic gymnastics at the conclusion of the artistic competition. Desk for training coordinator located at entry to Wooden Center.
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6	14 x 24	Gymnastics sports medicine station.
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7 Massage/Sauna	30 x 60 tent	Temporary structure with 10 x 30 dressing areas for men and for women; 5 private 10 x 10 massage rooms, work table; office for 1 coordinator.
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7	(3) 11 x 12	Saunas for 8-10 each.
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8 Music Listening Room/Library	(4) 20 x 20	6 listening stations. Check-out for 1,000 paperbacks, 30 cassette desks, 200 cassettes, magazines, newspapers. Tables and chairs for 12.
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9 Religious Services Center	44 x 50	Meeting area for 100.
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9	12 x 16	Office for director.
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9	(2) 8 x 12	Counseling offices for 3 each.
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10 Sports Information	(8) 12 x 16	Offices for 6 each.
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11 Swimming Training		Existing 50 m pool with 8 lanes.
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12 Tennis Office	10 x 10 tent	Tennis training sign up.
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12 Tennis Training		9 ITF regulation courts.
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13 Training Site Scheduling Office	12 x 16 and 20x30	Office for 4 and 4 computer terminals.
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14 Video Tape Viewing	(12) 10 x 16	Room with 4 VCRs and 8 chairs.
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15 Weight Room	80 x 80	Complete Nautilus equipment sets.
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16 Wrestling Training	(6) 40 x 40 tents	6 training mats each 10 m x 10m with curtain around each for privacy.
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16	10 x 10 tent	Storage area.
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16	16 x 40	2 massage tables, 6 body weighing scales.
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Entertainment

17 Cinema		Outdoor facility with 40-foot screen; amphitheater seating for 1,200.
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	32 x 80	Indoor cinema with seating for 240.
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18 Coffee House	30 x 45 tent	Fruit and juice beverage bar; tables and chairs for 60, on Main Street.
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18 Disco	42 x 64	Hardwood dance floor, Main Street.
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18	28 x 48	Snack bar, beverages, table and chairs for 120, Main Street.
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18	14 x 20	Stage in disco, Main Street.
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19 Main Stage	48 x 132	Outdoor concert stage.
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19	12 x 12	Sound mixing tower 10 feet high.
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Food Service

20 Athlete Food Service	132 x 136	Sproul Residence Hall dining room with 386 seats, kitchen facility and serving stations.
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20	110 x 200	Rieber Residence Hall dining room for 506, kitchen facility and serving stations.
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20	100 x 166	Hedrick Residence Hall dining room with 504 seats, kitchen facility and serving station.
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20	66 x 110 and 74 x 160	Dykstra Residence Hall dining room for 480, kitchen facility and serving stations.
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21 Staff Food Service	(3) 30 x 50 tents	Tables and chairs for 480 total.
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21	30 x 30 tent	Dispensing area.
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21	24 x 28 tent	8 temporary toilet facilities.
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21	(2) 10 x 44 trailers	Refrigerated food storage.
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Main Street

23 Bank	16 x 78	5 serving windows.
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24 Calling Center	16x90	Office area for 2; waiting area for 10; 30 calling stations.
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25 Convenience Store	20 x 60 tent	Assorted products displayed on 20 shelves.
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26 Dry Cleaning/Laundry	20 x 20 tent	Receiving point only.
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27 Flower Shop	20 x 20 tent	
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28 Hair Salon	20 x 40 tent	9 operators and stylists.
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29 Information Kiosk	20 x 20 tent	General information booth.
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30 National Park Display	20 x 20 tent	
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31 Refreshment Tent	15 x 25	4 beverage dispensers, snacks.
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32 Travel Agency	20 x 20 tent	Travel services booth.
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33 Video Arcade	16 x 36	28 video game tables.
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Material Supply

34 Storage	60 x 70	Lot 11. Trailer compound for food service, material supply and dry goods storage. 22 trailers. 1 administration trailer.
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Mayor's Office

35 Envoys	18 x 32	Office for 5.
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36 Mayor	10 x 16	Office for 1, 5 guests. Adjacent waiting area for 6.
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36	8 x 12	Secretary/support.
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37	18 x 30	Outdoor shaded hosting area for mayor with portable bar, snack service.
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38	36 x 40	Meeting room and lounge for 50 for mayor and staff.
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39 Protocol Manager	10 x 12	Office for 1.
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40 Welcoming Ceremony	15 x 36	Stage for welcoming ceremony. Platform for athletes, sound equipment, flag poles, lighting. Adjacent 10 x 10 tents for beverages, general information.
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NOC Offices

All NOCs received an office or trailer based upon team size. Each office was provided with 1 television, 1 typewriter, 1 safe. Each NOC was also provided a pager.

41	(16) 12 x 28 trailers	16 NOCs received: 1 secretarial/support work station, 2 staff work stations, 1 private office, waiting area for 7.
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41	(8) 10 x 44 trailers	8 NOCs received: 1 private office, 2 secretary/support work stations, 4 staff work stations, waiting area for 10.
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41	(4) 10 x 44 trailers	4 NOCs received: 1 private office, 2 secretarial/support work stations, waiting area for 13, 6 staff work stations.
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41	(2) 12 x 56 trailer	2 NOCs received: 2 private offices, 3 secretary/support work stations, 10 staff workstations, waiting area for 15.
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41	(2) 56 x 112	2 NOCs received: 21 private offices, 2 secretary trailers support work stations, 13 staff work stations, working area for 32.
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68

7.03.22 Village: UC Santa Barbara

The 20-acre Olympic village at the University of California, Santa Barbara (UCSB) was used to house more than BOO rowing and canoeing/kayaking athletes, coaches and others who competed and assisted in the competitions held thirty miles away at Lake Casitas. Although the village was frequently referred to as satellite housing, UCSB was a complete village in terms of services provided.

By contract, the LAOOC did not have exclusive access until 9 July 1984, but early access was negotiated so construction could begin during the spring. On 20 March 1984, installation of fences and trailers and the repaving of parking lot 2 north began. Full construction began on 11 June, at the beginning of summer break. Internal fences and an eight-foot high double chain link fence from eight-feet to 20-foot apart, was installed around the village.

Acceptance of construction plans required approvals from the various university entities: fire marshals, environmental health and safety, facilities management and the campus police department. The agreement between UCSB and LAOOC obligated the LAOOC to obtain university approval on all construction documents. In turn, it was the university's responsibility to obtain all other approvals it deemed necessary.

The village had three main entrances: the bus entry, the pedestrian entry and the staff and service entry. There was also a controlled gate located at the south end of Lagoon Road for University employees who required access to the marine biology laboratory. They were shuttled through the village to the laboratory via Lagoon Road in a bus provided by the LAOOC.

A security tent was located at the bus entry gate to limit access to athlete buses only. Lot 12 was used for bus staging, transportation operations and parking for guests and the Olympic Family. The pedestrian gate served the athletes, their guests and press when traveling by foot. A tent structure separated the guests and press entrance from the athlete entrance. The third main gate, the staff and service entry, was located in the southwest corner of the village in parking lot 5. In addition, the lot was used to store trash containers, and housed staff dining areas and restrooms.

A typical athlete room was 12-feet by 14-feet and contained two single beds, two dressers or desks, two bookshelves, two chairs, two closets and two mirrors.

Residence halls also contained "triple" rooms used for team meetings and a lounge for recreation and videotape viewing. In all residence halls, existing furniture was utilized with the exception of a few extra long beds provided by the LAOOC. Santa Rosa Hall had eight single rooms, 200 double rooms and two triple rooms. Anacapa and Santa Cruz Halls had 12 single rooms and 204 double rooms each.

University House was used by the LAOOC for an administrative office and VIP hosting. Centennial House was used as an ecumenical center.

In addition to the permanent structures, tents were used for the main entry, staff entry, main street, cinema, disco/coffeehouse, sauna/massage/weightroom, staff dining, press interview, NOC service center, technology equipment, technology offices and supplemental space for the polyclinic functions. Trailers were used for NOC offices, the NOC service center, technology offices and equipment storage, press sub-center and to supplement the University House offices.

68 Decorative elements at the UCSB Village include art work appropriate for competitors competing on the water at Lake Casitas.

Architecture and Construction

Main Street was comprised of eight large tents, 29 smaller tents and three trailers set on top of parking lot 2 south. Hundreds of reflector lights were removed from the street to level the surface, and portions of the street were covered with Astroturf. Main Street included a beverage kiosk, results and information kiosk, national parks display, video arcade, dry cleaners, flower shop, convenience store, newspaper office, Main Street staff offices and a 250-seat cinema, all housed in tents. First Interstate Bank provided its own trailer. The U.S. Postal Service also provided its own post office trailer and the LAOOC supplied a trailer for General Telephone's calling assistance center. Additional recreational facilities—basketball and volleyball courts—were located adjacent to Main Street. The courts were refurbished by the LAOOC. A disco and coffeehouse tent located on the southeastern corner of parking lot 6 offered music and dancing.

The polyclinic inside the village provided physical therapy and other health care. These facilities were set up in the tent-covered patio of Santa Cruz Hall. The five physical therapy tanks required a temporary connection to an existing soil line for drainage. Temporary toilets were also added. All other medical services were available in existing facilities located in the university's student health center outside village boundaries. Modifications required at the student health center included a new partition wall and chain link fence; supplemental medical equipment was provided and installed (except for a film illuminator and X-ray machine) by LAOOC supplier AMI. Three saunas, six massage tables, two showers and a small weightroom were installed south of Santa Cruz Hall.

The NOC service center was set up in a combination of tents and one trailer. Photocopying and telex services were placed in the air-conditioned trailer. All other services, such as the typing pool, language, transportation schedule, communications, billing clerks, NOC aides, sports and general information, training site coordinators and storage were located under a large tent structure.

NOC offices were set up in four trailers. One was utilized as general work space, one was divided into two meeting spaces and two were divided and used for individual offices. The group of trailers was secured by a single eight-foot chain link fence. Power was provided in the following manner:

- Main Street, the NOC service center and NOC offices were served from a temporary transformer placed on top of an existing vault, located at the west end of the basketball courts. A distribution box, located adjacent to the post office trailer was connected to the transformer.
- Olympic Avenue, the ceremonies area, and the main entry were served from a temporary transformer. A distribution box was located at the east end of the basketball courts.
- The staff entry and technology trailers were powered by the electrical equipment room in the west wing of the De La Guerra Dining Commons.
- The administration trailers next to the University House, the security trailer and the staff dining area were served from a temporary transformer and distribution box in the northwest corner of lot 5.
- Polyclinic, weightroom, massage room and temporary sauna facilities, adjacent to Santa Cruz Hall, were served from an existing transformer located in the electrical equipment room of Santa Cruz Hall.

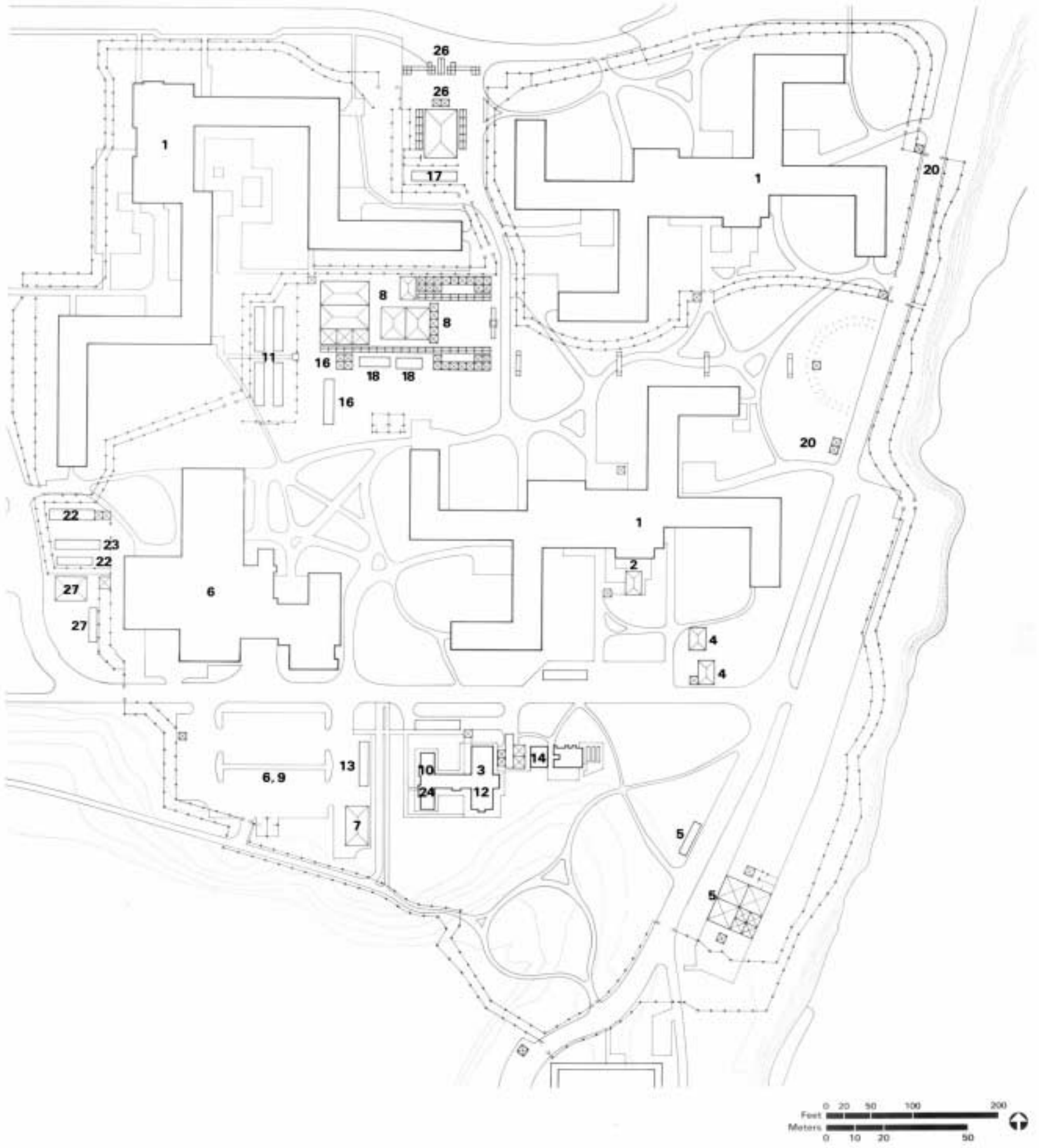
Athletes and team officials began arriving 14 July 1984. Village occupancy was at its peak on 5 August when the rowing competition ended. On 6 August, the two residence halls which housed rowing athletes, Santa Rosa and Anacapa, were returned to UCSB control and rowers were required to leave the village.



69

69 Competitors and officials at UCSB can relax in shaded areas like this coffeehouse during leisure time.

Site plan of the Olympic Village
at UCSB





70



70

70 Both human services offices and objects d'art are part of the facilities installed by the L AIOC at the UCSB Village.

UCSB Village

Introduction The UCSB Olympic Village was created on 20 acres of the campus of the University of California, Santa Barbara. The village was developed primarily for athletes competing in rowing and canoeing and offered a shorter commuting time to the competition venue than the USC or UCLA villages. More than 850 athletes and officials were housed at UCSB in three residential halls. Food was prepared and served in one facility. Complete recreational facilities for athletes and administrative areas for staff and team officials were available. At the conclusion of their respective competitions, rowers and canoeists were able to return to either the USC or UCLA village to join their NOCs.

Department/ Function	Space use (in feet unless noted)	Notes
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Accommodations

Olympic team accommodations were provided in existing student housing structures called residence halls.

Assignment of rooms met the requirements set by California state law providing a minimum of 90 square feet per person and no more than 10 persons in a unit with 1 shower and 1 toilet facility.

There were three residence halls. The typical hall had:

12 x 15 Bedroom with 2 beds. 2 desks, 2 chairs, lamp, dresser. Communal shower and toilet facilities were shared with other units.

36 x 52 All halls had a main lobby recreation or lounge room with 20 chairs, television, pool table, table tennis and video games. An additional lounge approximately 20 x 22 was on each housing floor; televisions were in all lounges.

Athletes typically were housed two to a bedroom; NDC team leaders and team doctors received their own room or shared with each other.

There were 100 single rooms for team leaders or team doctors with 375 rooms for 2 athletes each. The total number of beds used at the UCSB Village was 856.

Athlete Services		
2 Massage	20 x 30 tent	6 massage tables, adjacent changing rooms for men and women.
Music Listening/ Library Recreation	15x16	Lounge for 5 stocked with periodicals and newspapers. Available for check-out: basketballs, volleyballs, soccer balls, tennis equipment, croquet sets, board games, jump ropes. Recreation facilities included volleyball, basketball and tennis courts; billiard and table tennis tables and game areas for football (soccer) and lawn games.
3 Religious Services Center	26x26	Services area for 20. Separate meditation area for 5.

4 Sauna/Weight Room	43 x 74	23 x 32 weight room with Universal weight machines and free weights. Towel issue and change rooms. 3 sauna rooms, each 8 x 10 and 6 private massage rooms.
Entertainment		
Amphitheater		Existing outdoor theatre with 25 x 40 stage, seating for 900.
5	10 x 45 trailer	Rest and changing area for performers.
5 Coffee House/ Disco	60 x 60 tent	Temporary structure for use as coffeehouse and disco; 300 square foot dance floor, 200 chairs, 20-foot platform for performers; stand up coffee bar for 12, food preparation and display area, coffee maker; portable toilets and handwash facilities.
Food Service		
6 Athlete Food Service		De La Guerra Commons dining and food preparation area. Seating for 382 in main dining hall; seating for 108 in annex and for 100 outdoors. 24-hour food service facility.
6	(4) 8 x 40 trailers	2 dry goods storage trailers, 1 refrigerated, 1 frozen storage.
7 Staff Food Services	30 x 50 tent	Staff lounge and adjacent eating area for 200.
Main Street		
8 Bank	10 x 40 trailer	7 serving windows.
8 Calling Center	12 x 60 trailer	Office area for 2; 14 international and national calling stations; waiting area for 8.
8 Cinema	40 x 60	240 seats. projection room.
8 Convenience Store	20 x 20 tent	Cash register, merchandise display area, clothing racks.
8 Information Kiosk	10 x 10 tent	General information for athletes.
8 National Park Display	250 square feet	
8 Post Office	14 x 32	Sales and service point for the U.S. Postal Service.
8 Refreshment Tent	10 x 10 tent	Sponsor product dispensing area.
8 Sports Information	20 x 20 tent	Sports and competition results center. Training site information.
8 Staff Office	10 x 20 tent	Work area for 3 main street staff.
8 Travel Agency	10 x 10	Office area for 30.
8 Video Arcade	20 x 20	15 video game tables.
Materiel Supply Administration		
9 Storage	(12) 8 x 40 trailers	Office for 1 (see Village Administration).
Mayor's Office		
10 Hosting	40 x 44	Hosting area for 50.
10 Mayor	16 x 18	Office for 1.
10 Protocol Manager	10 x 10	Office for 1.
NOC Offices		
11 Conference Rooms	12 x 60 trailer	2 separate meeting rooms with tables and chairs for 26 each.
11 Private Offices	(2) 12 x 60 trailers	Provided for 8 private offices. Each office had a television, chair and 2 side chairs for use by larger NOCs.
11 Work Stations	12 x 60 trailer	8 tables, 6 typing tables, 26 chairs for use by smaller NOCs.

NOC Services		
12 Conference Room	(3) 10 x 27	Meeting rooms for 24, on a reservation basis.
13 Copy Center	12 x 60 trailer	5 copiers, work area for 10.
14 NOC Service Center	60 x 70 tent	Facility provided services to each NOC and included: information desk, 2 NOC billing desks, language services, transportation desk, conference room scheduling desk, office for NOC aides, office for coordinator, lounge for 10, 4 typists, mail and communication desk. In all, a work area for 50.
Polyclinic and Medical Services		
15 Casting/ Examination Room	10 x 14	Examination table, hand-washing facilities.
15 Clinic Room	10 x 10	Examination table.
15 Chief Medical Officer	8 x 10	Office for 1.
15 Conference Room/ Staff Lounge	12 x 24	Lounge or meeting area for 20.
15 Dental Room	10 x 10	Dental chair, handwash facilities.
15 Examination Rooms	(2) 6 x 7	2 examination tables, handwash facilities.
15 Linen Storage & General Storage Rooms	(2) 10 x 10	Existing.
15 Medical Records	8 x 10	6 file cabinets and storage.
15 Nurses' Station	8 x 14	2 chairs, existing sink and counters.
15 Nurses' Work Room	9 x 10	
15 Observation Room	8 x 8	Examination table
15 Optometry	8 x 13	Examination room.
15 Pharmacy	10 x 14	Storage cabinet.
15 Physical/ Therapy	44 x 104	Registration and waiting area for 8. Equipment for coldpack ice, freezer, diathermy units. Dry therapy area, 8 massage/taping tables. 2 private offices. Wet physical therapy area with 6 whirlpools, hot tubs. Changing rooms for men and women.
15 Registration/ Waiting Area	24 x 28	Registration counter waiting area for 20.
15 Secretarial Station	8 x 8	
15 Trauma Room	10 x 22	Examination table, chair, handwash facilities, oxygen.
15 Triage Room	11 x 14	
Press Operations		
16 Press Interview	20 x 20 tent	Chairs for 40
16 Staff Office	12 x 60 trailer	Staff offices, work area for press, 30 chairs, tables, television, telex, telephones, 2 telecopiers.
Security		
17 Command Post	12 x 60 trailer	2 private offices, meeting room for 40, television, radio base station.

Technology		
18 Staff Offices	12 x 60 trailer	Private office for 1. Radio issue, recharging and storage room. Staff work area for 5, and sponsor vendor work area for 10.
18 Telephone Switchboard	8 x 40 trailer	
Transportation		
19 Athlete Bus System	270 x 480	Sweeping area for 8 buses. Holding area for 43 buses. Bus entry/exit. 2 bus maintenance trailers and repair bays.
19 Athlete Dispatch System	8 x 45 trailer	Athlete system dispatch office.
20	20 x 40 tent	Rest area for 150 drivers.
20	8 x 100	4 athlete bus loading/unloading bays, Destinations included rowing/canoeing venue, other villages. Also the ceremonial welcoming area.
20	10 x 30 tent	Athlete loading zone, dispatch tent.
20	10 x 20 tent	Athlete waiting area.
21 Dispatch-Fleet System Parking	8 x 45 trailer	Office area for 10.
	100 spaces	For visiting Olympic Family members.
	40 spaces	For Olympic Family residents of village.
Village Administration		
22 Administration	12 x 60 trailer	Private office for director of administration; table space and work area for 10 finance staff, 4 personnel staff, 2 materiel supply staff.
22	8 x 45 trailer	Private office for programs director, venue communications and message center.
23	12 x 60 trailer	Office for construction and graphics staff of 4, office for transportation manager. Work area for public affairs and 4 other staff.
24	22 x 26	Work area for director of operations, village administrator and assistant, housing manager.
24	14 x 18	Private office for LAOOC vice-president/Northern Region (UCSB Village and all venues north of Los Angeles).
Village Entry Points		
25 Athlete Bus Entry	40 x 160	Bus entry to village.
	(2) 10 x 10 tents	Security check point.
26 Main Entry	40 x 60 tent	Guest and press registration area; individual storage units for guest identity cards. Counter work area for 12. Office for security and entry coordinators. 14 x 20 waiting area for 14 escorts.
	10 x 20 tent	Security check point.
Service Entry	20x120	Service vehicle entry point and security sweeping.
27 Staff Entry	40 x 40 tent	Check-in desk for 4, office for entry manager. 6 check-in stations, 4 check-out stations.
27	10 x 10 tent	Security check point.
27	12 x 60 trailer	Accreditation staff office for 12.



71

71 Scaffold gateways decorate points within the UCSB Village.



**7.03.23
Biltmore Hotel**

The Biltmore Hotel in downtown Los Angeles was selected as the official headquarters hotel of the IOC. Nine hundred rooms were reserved for a period of 17 days for members of the Olympic Family and their guests.

Few construction modifications were made at the Biltmore. Move-in and set-up were accomplished in a one-week period and all functions were operational on 14 July. Major areas were as follows:

- In-processing and hospitality services were housed in the Galeria Room. These services consisted of LAOOC finance and accommodation functions, accreditation, transportation, travel, meal tickets, hostess request desk and the distribution of Olympic Family tickets. Temporary working areas were constructed for each of these departments and included desks and chairs, and, in some cases, screens which were set up to separate functional areas. Ropes and stanchions were set up to facilitate movement through the accreditation area.
- The LAOOC Protocol Office was located in the Olympic Room and also housed the Olympic Family Services and Government Relations Department. As in the Galeria Room, temporary working areas were constructed for each of these areas.
- The IOC Secretariat was housed in the Music Room. This consisted of work areas for approximately 25 administrative staff. Temporary work areas were set up for the administrative staff and areas were screened off to form a storage space and a private office.
- Office areas for technology and material logistics were housed in the Regency Room. Additionally, a results center operated at this location.
- Exhibit space was allocated in the Regency Room for the Seoul Olympic Organizing Committee and for bid cities for the 1992 Olympic Games and Olympic Winter Games.
- Olympic Solidarity headquarters was located on the Conference Level (mezzanine). This was a lounge area for members only. In this same area was an office for the IOC sports director and the sports secretariat. Offices for the IOC director of protocol and head of the IOC press commission were also installed. Other space was occupied by First Interstate Bank and two hospitality areas maintained by bid cities for the 1992 Games.

- Also on the mezzanine level was a security command center with representatives from the LAOOC, the LAPD and the Biltmore Hotel.
- Volunteer services occupied a large room on the lower level of the hotel. This contained a lounge area with large screen television, comfortable seating and refreshment area for volunteer staff waiting assignment.

To convert these rooms into functional office working areas, it was necessary to install additional lighting. Provisions also had to be made in each of the above rooms for the installation of photocopying and word processing machines, Electronic Messaging System terminals and telephone systems.

Three meeting rooms were set up as follows:

- The Session Hall was housed in the Crystal Ballroom. Interpretation booths were installed on balconies overlooking the room. Installation of Look items and equipment was done in one and one-half days.
- The IOC Executive Board had space in the Colonnade Room. Alterations were made to accommodate expanded Board meetings with other groups.
- The IOC Medical Commission was located on the third floor. A large one-bedroom suite and three adjacent rooms were utilized for all medical operations. Olympic Health Services provided medical care in two of the adjacent rooms. The main suite living room had simultaneous interpretation facilities to serve members of the Medical Commission at their daily meetings. A medical command center was installed in the bedroom of the main suite and adjacent room was utilized by the LAOOC medical director.

Special suites were designed for IOC Director Monique Berlioux, IOC President Juan Antonio Samaranch and LAOOC President Peter V. Ueberroth. All suites contained complete office facilities, telephone systems, conference rooms and dining areas. Design elements were also installed.

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72 The LAOOC flag flies high above the Biltmore Hotel, site of the 88th Session of the International Olympic Committee.

Plan of galeria level of Biltmore Hotel, the IOC hotel



Plan of mezzanine level of Biltmore Hotel



Biltmore Hotel

Introduction The Biltmore Hotel was located in central downtown Los Angeles. It served as the headquarters for the Olympic Family and meeting site for the 88th IOC Session, IOC Commissions and Executive Board Meetings.

Level/Room	Size	Notes
Galeria Level		
1 Athenian Room	23x37	Falun hospitality room (bid city), 20-26 July Ernst & Whinney hospitality, 27 July-1 2 August.
2 Colonnade Room	48x88	Meeting room for up to 200. Used by IOC Executive Board and Commissions, IOC Executive Board/ International Federation coordinator meetings.
3 Cordoban	28x30	Office for IOC director of protocol.
4 Corinthian Room	24x47	Secretariat for Olympic solidarity staff of 6, copier, waiting area for 7.
5 Corsican Room	16x28	Service center for First Interstate Bank.
8 Crystal Ballroom	67x91	Meeting room for 88th IOC Session. Booths for translations. Horseshoe seating for 78, with inner 'U,' elevated seating for 13, podium. Reception room at the conclusion of the session.

7 Florentine Room	16x23	Office for 3 staff of IOC sports director secretariat.
8 Galeria Room	61x90	LAOOC staff offices and service area (in-processing); desk for 3 ticketing, 2 finance, 11 accreditation, 6 accommodations, 1 hostess coordinator, 5 travel service, 3 transportation, 1 insurance.
9 Gold Room	66x90	ANOC executive council meetings. Reception room for 350.
10 Grecian Room	22x23	Office for director of Olympic solidarity, desk, meeting table for 4.
11 Mediterranean Room	18x37	Lillehammer hospitality room (bid city)23 July-12 August.
12 Message Center		Main Galeria hall. Message board and message receiving center with 4 staff in main hallway adjacent to the Olympic room.
13 Moroccan Room	16x37	LAOOC Security office with table space and chairs for 16.
14 Music Room	46x70	IOC secretariat work area for 18. Waiting area for 12. Storage room.
15 Olympic Room	26x34	LAOOC secretariat protocol relations for 21.
16 Renaissance Room	54x101	IOC, NOC, IF dining room for 300. Breakfast, lunch, dinner.
17 Roman Room	24x47	Olympic Club Lounge with table and chairs for 30.
18 Valencian	18x23	Office for IOC sports director, desk, meeting table for 4.

Lobby Level

19 Main Entry Main entry to hotel, registration, concierge, shops. Motorpool call-up at main entrance.

Lower Level

20 Biltmore Bowl 120x140 IOC press briefings ANOC General assembly (29 July).

20 Hostess Room 44 x 64 Waiting area for more than 100 hosts/ hostesses.

Second Lower Level

20 Regency Room 120 x 140 Press sub-center with 56 working places. Results output and photocopying area. Adjoining copy center for IOC, LAOOC needs. Office for IOC press liaison. Sponsor exhibit space and work area for 10. Offices for 2 material supply and 3 technology

20 Amsterdam exhibit and hospitality. Cortina exhibit and hospitality. Seoul exhibit end hospitality. Technology support administration.

Third Floor

Suite 3-235 IOC Medical Commission, LAOOC Health Services infirmary.

7.03.24

Main Press Center

The Main Press Center (MPC) for the Games was located at the Los Angeles Convention Center. Opened in 1971, this facility offered more than 334,000 square feet of open space. Utility ports and electrical outlets in the main area (Yorty Hall) cover the floor on regular 10-foot, 6-inch centers making this facility optimal for any kind of temporary construction using partitions or piping and drape.

Space planning for the Main Press Center began in late 1981. It was decided then that the main press working area must contain space allocations for a large photography lab, camera repair, typewriter repair, writing, results/information, telecommunications, television viewing and private agency offices. Additional space was required for press accreditation and conference areas.

Initial conversations with journalists who would be covering the Games indicated that one of the most desirable features of an Olympic press center would be the inclusion of solid wall and locking door office structures for news agencies, which became the keystone for construction planning within the Convention Center.

As a convention-holding complex, the Los Angeles Convention Center already had facilities for every imaginable use, including utilities, food service, offices, workrooms, lounges and 21 meeting rooms. Parking existed on-site for 3,450 automobiles. All of these facilities made it ideal for conversion for use as a central press area for the Games.

By the end of 1982, Press Operations staff had worked out a general floor plan for the MPC. This plan was turned over to an outside design consultant who formalized the plans. This formal space plan kept intact the concept of a "main street" approach where all the common press functions—information, typing, telecommunications and television—were placed along the primary corridor. Office space was blocked out in units of 384 square feet (16 feet x 24 feet). Press agencies requiring private office space were changed for the wall structures; floor space was provided at no charge. By the middle of 1983, the plan for construction of the MPC was ready to be submitted for contract bids. Three decorating/exhibition companies submitted formal bids to do the construction. The company whose bid was selected was given the contract primarily on the basis of their price for fabrication, placement and tear down of the private office wall structures (\$11.50 per running foot), although the price and scope of the other furnishings offered was considered. This company researched the available type



73

of wall and partition units available and selected a manufacturer from the FRG. Details of the amount of floor space allocated to them were sent to press organizations who had requested space by December 1983. They were given the option of ordering additional space and wall units. Additional areas on the order forms allowed for agencies to request private darkroom areas within their office. This additional construction company was hired to set up the press center. In all, 17 custom-built darkrooms were installed within the main press hall. Light-proof ceilings, composed of double sheets of thick black plastic, were attached to the custom-constructed darkroom walls.

All of the office wall structures within the main hall were of hardwall construction to increase sound attenuation. Pipe and drape walls (at \$1 a foot) were placed within large private agency offices to create sub-offices. This pipe and drape type of construction was also used in the administration offices outside the main hall.

The LAOOC was not given access to the Convention Center until 5 July 1984. The construction company came in on the morning of the 5th to begin wall construction. This aspect was completed by 9 July, along with wall and ceiling construction on the private

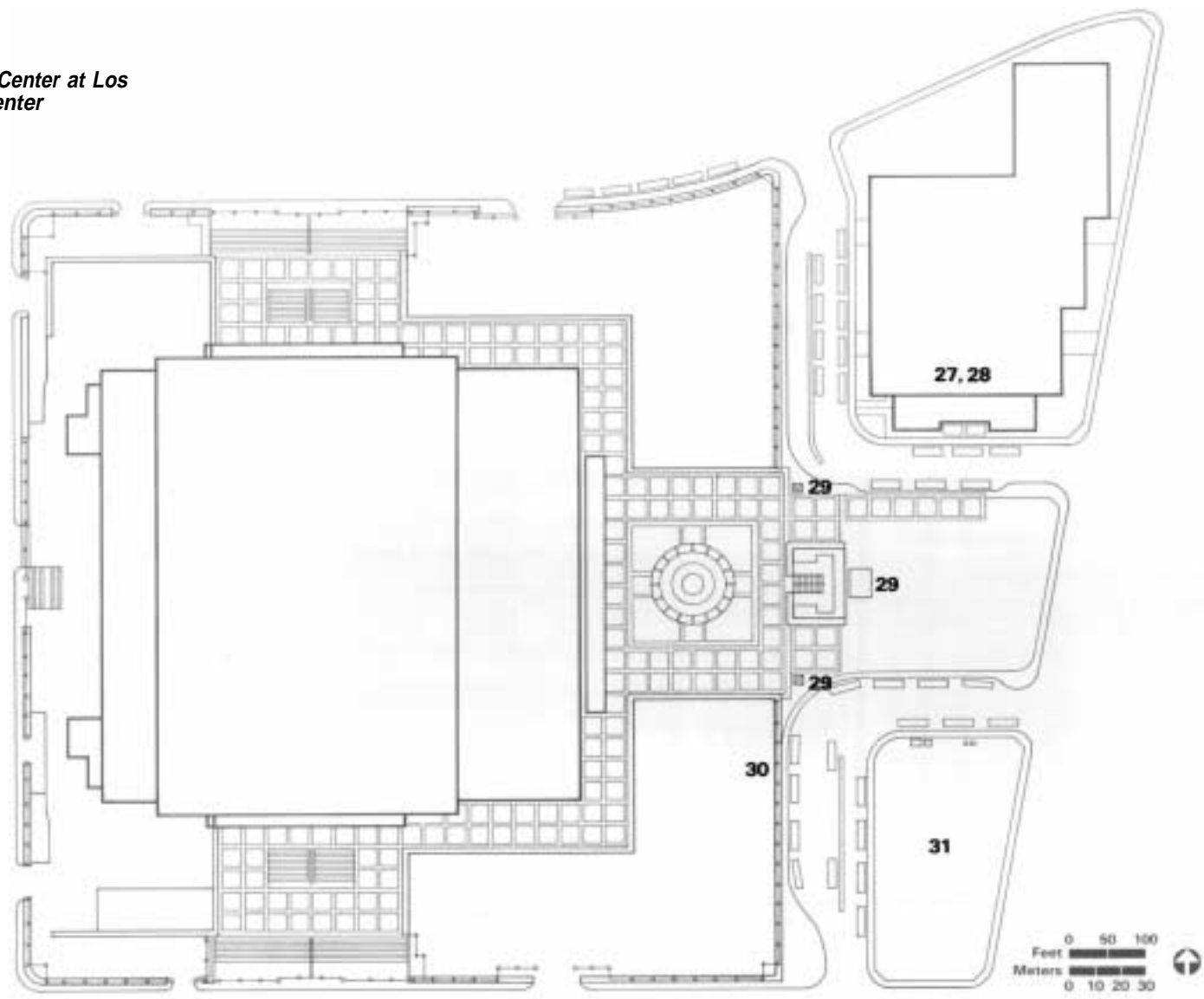
agency darkrooms. Carpeting was placed in the main hall at the same time that wall construction finished. Banners, signage and sonotubes were produced and installed by the construction company from 9-12 July. Late additions to the Look of the MPC were the placement of several large banners and signs on the exterior of the main Convention Center building. A remarkable esprit de corps developed among the employees of the construction company which allowed them to complete construction work on the press facility by the end of the day on 12 July. All furniture was installed by the morning of the 13th with darkrooms completed on the 17th and all equipment installed by the 18th. The MPC opened on 14 July but most of the press did not arrive until about one week later.

Any additional material or construction work was facilitated by the presence of the construction company's order and freight desks in place at the MPC.

Move out and tear down operations were originally scheduled to commence on 15 August but the press exodus from the MPC began on 11 August, allowing the LAOOC to begin these operations earlier. Tear down began on 13 August and was completed by 1800 hours on 16 August. A survey of the facility, conducted by the venue's owners and LAOOC staff, revealed minor damage to the facility, which the LAOOC agreed to have repaired.

73 Temporary walling is used to form office spaces and work areas in the Main Press Center at the Los Angeles Convention Center

Site plan of Main Press Center at Los Angeles Convention Center



Plan of Main Press Center showing Main Hall with upper level indicated to the right



Architecture and Construction

Main Press Center

Introduction The Main Press Center was housed at the Los Angeles Convention Center, an existing convention facility in downtown Los Angeles. Media Transportation and Awards Ceremonies departments were located in the North Hall, adjacent to the main building.

Department/Function	Space Use (in feet unless noted)	Notes
Support Functions		
1 AIPS office	28x44	Tables and chairs for 12.
2 Archives/storage	14x24	Storage cabinets, table space and chairs for 3.
3 Editorial and video services	56x88	Video viewing room with 64 VCRs and 12 monitors; video duplication room with 2 VCRs; 2 offices video library, electronic messaging room, communications center, editorial services area with 20 work places.
4 Interview holding area	14x16	Lounge for 10
5 IOC Press Office	28x44	4 secretarial stations, 1 work station, conference table for 4.
6 Language Services	28x44	3 private offices, work area for 16.
7 Lounge	16x44	Lounge for 36.
8 Main Press Center Administration Headquarters	28x46	2 private offices each with conference area for 4, 2 private offices, 2 secretarial stations.
9 Main Press Conference Room	106x112	Seating for 694, elevated speakers platform for 12, elevated platforms for 10 television cameras, elevated platform for 5 interpreter booths (3 interpreters per booth), sound patch.
10 Media Protocol Services	14x22	Office for 2.
11 Conference Room	44x56	Meeting room for 90.
12 Conference Room	56x66	Meeting room for 120.
13 Message Center/Technology	20x44	Message center, work space for 8 staff; venue switchboard with 8 operators.
13	38x44	Technology sponsor/vendor work area for 20.
14 News Department	28x46	2 private offices; work area for 4.
15 NOC Press Attaches	28x44	Table space and chairs for 40 in 10 semi-private offices for 4 each.
18 Office Area	14x44	5 work stations for Language Services, 1 station each for Finance and Material Supply department staff.
17 Press Operations Conference Room	16x24	Conference room for 30.
18 Press Operations/Photo	28x46	4 private offices, work area for 8.
19 Public Information Office/Village Newspaper	14x56	Work area for 4
20 Receptionist	14x16	Office for 1
21 Rest Area	16x24	Rest area with 3 cots,
22 Results Publication	14x44	1 private office, work area for 8.
23 Security	28x44	2 private offices, 16 work areas.
23	13x16	Observation room overlooking main floor.
24 Television Operations	28x46	2 private offices, 20 closed circuit television monitors, work area for 11.
25 USOC Press Office	16x28	Private office for 1, work area for 4.
26 VIP Interview Room	20x24	Seating for 6.

North Hall

27 Awards Ceremonies	18x32	Office area for 9.
	16x26	Storage.
27 Calligraphy	18x35	Office for 10.
27 Conference Room	18x18	Meeting room for 10.
27 Food Service	16x24	Food preparation area.
27 Message Center	12x16	Message receiving center, staff of 3.
27 Staff Lounge	60x64	Lounge for 90.
28 Transportation	48x92	Meeting room for 12, work area for 24, 4 private offices.
29		Vehicle dispatch towers.
30	20 spaces	Motorcycle photo-courier parking.
31	180x300	Holding yard for 48 buses.

Press Functions

32 Accreditation Center	84x112	6 information desks, 18 lounge chairs, television, 16 accreditation work stations and 8 back up work stations, data input room with 4 work positions, 4 private "trouble rooms", 5 staff offices; 20 housing coordinators' work stations.
33 Food Service	116x224	Cafeteria/Restaurant seating 411, separate pub/cafe seating 220.4 food stands in main hall.
34 Mail and Check	24 x 52	Personal mail boxes and individual storage units.
35 Main Lobby and Entry Area	92 x 110	Staff check-in, security desk, 12 lounge chairs, binocular rental and car rental desks, transportation desk, stationery sales desk, magazine racks, 16 electronic messaging terminals, official program distribution, LAOOC information and Greater Los Angeles Visitors and Convention Bureau counters.
36 Photo Messengers	12x28	Work room for 8, waiting area for 20.
37 Postal Service	24x26	Sales and service point for US. Postal Service. Adjoining area with writing tables for 8.
38 Storage	52x56	Secured storage room.
39 Support Services Center	20x60	First Interstate Bank.
39	10x12	Securable storage.
39	12x40	United Airlines reservation counter, LAOOC travel counter, American Express counters.
39	20x28	Sponsor area: Xerox counter, Motorola and Pacific Bell counter.
39	24x32	3 desks for customs-broker, 2 work stations for DHL Courier Service.
40 Video Viewing	32 x 52	40 monitors, with video cassettes players for tape viewing.

Main Press Working Area

41 Results	48x48	Results receiving and distribution room with 24 terminals. Result racks surrounded this area.
42 Telecommunications Center	56x88	90 on-line telexes and 66 work places, 40 telecopiers, 16 off-line telexes.
43 Telephone Center	54 x 102	24 coin operated phones. Space for 60 privately-ordered telephones. 96 charge-a-call telephones.
44 Television Lounge	50x74	136 lounge chairs.
45 Typewriter Repair	54x34	Service area run by Brother Industries.
46 Work Area I	68x96	288 individual work spaces.
47 Work Area II	74x96	324 individual work spaces.
Agency Work Areas		Note: Agencies were given various sized offices at no charge for the raw space or basic electrical power. They were required to pay for 8-foot-high, double-sided hardwall which enclosed those spaces.

48 Block A	130 x 152	Associated Press (USA), Burda Publications (FRG), International News Pool, TASS (URS), National Photo Pool/Los Angeles Times (USA), International Olympic Photo Pool, 12 x 16 film drop office.
48	136x 150	Fuji, Canon
49 Block B/C	48x176	ABC Sports (USA), Agenzia Giornalistica CONI (ITA), New York Times (USA), Asahi Shimbun (JPN), Axel Springer Verlag (FRG), ANSA (ITA), Voice of America (USA), U.S. Information Agency (USA), Chicago Tribune Group (USA), Duomo USA, CBS News (USA), Time, Inc. (USA), Herald and Weekly Times Ltd. (AUS), Dagens Nyheter-Expressen - Pressens Bild (SWE), La Gazzetta dello Sport (ITA), The Chunichi Shimbun (JPN), Group W Newsfeed/KFWB(USA).
50 Block C/D	72x176	Agence France Presse (FRA), Kyodo (JPN), Deutsche Presse-Agentur News (FRG), Nordic Photo Team (SWE), Sports Radio Network (USA), Magyar Tvirati Iroda (MTI)(HUN).
51 Block D/E	48x176	All-Sport (GBR), NBC News (USA), L'Equipe (FRA), Yonhap News Agency (KOR), Chicago Sun-Times (USA), Algemeen Nederlands Persbureau (ANP) (HOL), National Public Radio (USA), Austria Presse-Agentur (APA) (AUT), Organization Editorial Mexicana (ESTO-OEM) (MEX), Cox Newspapers, Inc. (USA), Radio Free Europe (USA), The Mainichi Newspapers (USA), Algemeiner Deutscher Nachrichtendienst (ADN) (GDR), Copley Newspapers (USA), Washington Post (USA).
52 Block E/F	72x176	News Corporation Limited (AUS), The Mainichi Newspapers (JPN), Sport Information-Dienst (SID) (FRG), Knight Ridder (USA), Agencia EFE, S.A. (ESP), Gannett Newspapers/USA Today (USA), Reuters (GBR), Tidningarnas Telegrambyra (TT) (SWE), Frankfurter Allgemeine Zeitung (FRG), Dallas Morning News (USA).
53 Block G/H	60 x 64	Lehtikuva/Helsingin-Sanomat (FIN), European Pressephoto Union (FIN), Deutsche Presse-Agentur Photo (FRG) Ernst & Whinney (LAOOC results operations with 52 work stations and 1 private office).
54 Block I/J	36 x 64	Newsweek(USA), Tages-Anzeiger (SUI), Scripps-Howard News Service (USA), City News Service (USA), Prensa Latina (CUB), Netherlands Press Association (GPD) (HOL), Hearst Features Syndicate (USA), Cappy Productions (USA).
55 West Block	64x96	United Press International (USA).

7.03.25 Olympic Arrival Center

The arrival center facilities at the Los Angeles International Airport were planned to in-process a majority of the Olympic Family, including the athletes. This system for greeting and processing of the Olympic Family consisted of the following elements:

- Reception/Information at all airport terminals
- Immigration, customs proceedings and VIP reception at the Bradley International Terminal
- Transportation to the in-processing center by means of infield routes from the Bradley International Terminal and loop shuttle from all other terminals
- In-processing of the Olympic Family in the Olympic Arrival Center "bubble" adjacent to Terminal 2
- Transportation of athletes to the Olympic villages and the other Olympic Family members to their respective hotels

Negotiations were started with the Department of Airports of the city of Los Angeles to establish a leasing agreement for the use of the bubble structure. Contingency plans were established to relocate the OAC to the LAOOC Administrative Headquarters complex in Culver City if the Bradley International Terminal was not completed on time and the Department of Airports had to use the bubble for normal airport business.

Modification plans for the bubble were prepared from March through May, 1984. These plans were presented to the Chief Airports Engineer on 31 May 1984. The requested modifications fell into four basic categories:

- Cleaning and painting the structure
- Installation of temporary electrical wiring and telephone lines
- Removal of baggage conveyors
- Installation of flags and banners

On 18 June, the Board of Airport Commissioners granted permission for the placement of the Olympic Arrival Center in the bubble. Work on modifications began immediately using contracted services outside of the Department of Airports.

The Department of Airports had access to the bubble during construction and was kept aware of activities related to the development of the OAC. Likewise, the LAOOC was informed of construction progress of

the new Bradley International Terminal since any major production slowdowns would result in the DOA's need to take back the bubble for regular LAX use.

Once conditional approval had been given, the LAOOC's Architecture/Construction Department began plans to convert the bubble from a baggage inspection facility to a structure capable of processing approximately 10,000 Olympic Family personnel through its doors in the course of a two-week period. Because the bubble would be the first glimpse the Olympic Family would have of the Los Angeles Games, particular attention was paid to the OAC's Look. Security considerations were also a high priority, since processing of NOC delegations with high exposure and high risk profiles would take place.

Aside from the removal of two high-capacity baggage conveyors, very little of the existing interior of the bubble had to be removed. The majority of the work concentrated on restructuring the interior to accommodate the various working departments of the Olympic Arrival Center. Temporary offices were built along the west wall of the bubble to house the security, delegate registration, finance/accommodations, data entry, accreditation, government relations, transportation, technology, communications and venue management departments. Lounges were designed for guests, the Olympic Family and staff.

In addition to the modifications made to the bubble, several other LAX sites required minor structural or cosmetic changes. At the Bradley International Terminal, a ticket counter and back office were converted into a coordination center for hosting, inbound baggage, intra-airport transportation, NOC aides and VIP greeters. In Terminal 2, a ticket counter and back office were converted into a hostess lounge and secondary coordination office. An airline lounge on the mezzanine level of Satellite 2 was converted into a VIP waiting and hosting area. Also in Satellite 2, office space was established for a government relations office in the U.S. Immigration and Naturalization Services (INS) area. A partition was designed to separate the east and west halves of the U.S. Customs Service baggage inspection area. Budget Rent-A-Car (an LAOOC supplier) booths were converted to information counters and required extensive placement of signs. Signs were also placed to indicate Olympic Family bus pick-up points on the arrival level of the vehicle loop.



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74 The LAOOC's Olympic Arrival Center uses a pre-existing inflated customs inspection terminal for the greeting of athletes and guests. Temporary installations modify the interior for Olympic use.

**7.03.26
Olympic Arts Festival**

Modification to the sites used by the Olympic Arts Festival were limited to decorative elements. The design staff was charged with design, procurement, installation and maintenance of Look items for 43 Olympic Arts Festival sites located throughout Southern California. The objective was to decorate all sites with a Look consistent with that developed for the various sports venues, villages, training sites and streets. A separate kit of Look parts was developed for the OAF sites, using the same color scheme but varying scales, patterns and shapes.

In addition to exterior decorations, separate interior kits were developed by Architecture and Construction. These kits were comprised of three-foot by nine-foot OAF banners, plain nylon banners, posters, styrene and cut-outs. These were installed in 14 different OAF sites with an additional eight kits given to the L.A. theatres for them to install. Approximately 400 miscellaneous signs were fabricated to supplement existing signage.

The venue owner approval process began on 6 April 1984. Proposed designs, installation methods and schedules were presented during a weekly meeting at the LAOOC's Design Center. Between two and eight designs were presented at each meeting. This process was completed on 23 May 1984—nine days after the first installations. The OAF staff was responsible for getting final approval from the venue owners. This was accomplished by sending a letter, an installation document and a list of elements to the venue owners summarizing the Design Center meeting.

Procurement of the kit began 1 May 1984. The majority of the kit fabrication was completed by 14 May 1984 with the exception of long lead time items. These items were added to the kits as the installation schedule dictated. Because of the early OAF start date, procurement and warehousing of kit items was done separately from other venues and villages. All items not installed by the fabricator, for example, the three-dimensional plywood fragments, were warehoused and packaged at the installation company.

Exterior kit elements

Description	Quantity
36-inch by 20-foot zebra-striped sonotubes	22
36-inch by 20-foot Arts pattern sonotubes	4
30-inch by 15-foot zebra-striped sonotubes	2
30-inch by 15-foot Arts pattern sonotubes	2
5-foot square fabric fragments	15
5-foot triangle fabric fragments	22
5-foot, 6-inch star fabric fragments	26
5-foot, 6-inch star fabric fragments	9
18-foot star fabric fragments	24
18-foot star-on-bars fabric fragments	N/A
14-foot star fabric fragments	5
14-foot bar-on-motion fabric fragments	10
14-foot stars-on-bars fabric fragment	1
10-foot star fabric fragments	1
10-foot stars-on-bars fabric fragments	3
10-foot bar-in-motion fabric fragments	2
21-foot, 3-dimensional plywood stars with signs	10
22-foot, 3-dimensional plywood star-on-bar	3
20-foot high scaffold entrances	5
15-foot high scaffold entrances	1
3-foot by 9-foot single face OAF banners	60
3-foot by 9-foot double face OAF banners	24
square feet of plain nylon banners	42
linear feet of 54-inch weft coat banner	30

These items were successfully installed at the OAF sites and clearly identified their affiliation with the Olympic Arts Festival.



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75 Specially designed elements are mounted to mark the sites of the Olympic Arts Festival.

**7.03.27
Transportation sites**

Many remote support sites were required by the Transportation Department for staff parking, athlete bus parking and vehicle maintenance. Due to the late acquisition of these sites, the Architecture and Construction Department minimized detail design work and focused on on-site design.

Listed below are the transportation site locations, functions and scope of work done by the department:

There was one construction manager, two site superintendents and two temporary site superintendents used to construct the transportation sites. These people managed a group of contractors.

Construction on these sites began in April 1984, with VA Lot #1, and did not end until 15 September 1984 when restoration of these sites was completed.

Work summary

Site	Function	Scope of work
VA Lot # 1	Bus driver parking Athlete bus parking Bus maintenance	Demolition of quonset hut Site grading Application of oil and calcium chloride for dust control. Installation of: temporary power and site lighting, temporary toilets, office trailers, storage containers, striping, 8-foot chain link fence
VA Lot #2	UCLA Village staff parking	Grading and oiling; installation of chain link fence, temporary lighting; installation of temporary barricades, striping, removal of road signs
VA Lot #3	UCLA Village staff parking	Curb cut for driveway; installation of: chain link fence, temporary protection for sprinkler heads, gravel driveways, shade tents, temporary toilets, storage shed, lawn renovation, asphalt road renovation
VA Lot #4	UCLA Village staff parking	Curb cut for driveway; installation of: chain link fence, temporary protection for sprinkler heads, lawn renovation
Intersection Sepulveda/ Constitution Blvds.	Bus traffic	The northwest corner of this intersection was cut back to widen the roadway to allow bus traffic. This involved moving two traffic lights, a storm drain catch basin, electrical control panels and the curb and gutter.
GM South Gate Plant	Bus holding and USC staff parking	Curb cut for driveway; remove asphalt and rail bumper, install water line and hose bib, remove fence and guardrail in tire building, refurbish dispatch building, install air-conditioning in dispatch building; installation of: temporary power, shade tents, temporary fences, striping, light pole repair
Post Office Lot	Coliseum and USC staff parking	Curb cut for driveway; remove existing fencing, shade dispatch tents, placement of gravel for driveways, application of calcium chloride, placement of temporary light generators, office trailer rental, temporary toilets
Airport College	LAX bus holding	Widen and install permanent sliding gate, temporary toilets, repave and restripe entire asphalt parking lot with restoration
Main Press Center	Press shuttle bus system	Install two scaffold dispatch stands (15-foot), apply calcium chloride, installation of: temporary toilets, directional signing, shade tent, temporary power, storage shed, curb cuts for driveways, removal of asphalt curbs where air-inflated building had been removed
Jefferson and Grand Blvd.	Bus holding and USC staff parking	Installation of: curb cut, temporary toilets, fence repair
Pershing Square garage	Biltmore transportation center	Installation of: temporary electrical power, divider fence, pipe and drape partitions
International Broadcast Center	Bus holding and staff parking	Installation of: one office trailer, permanent 12-foot fence
Bell Lot	Bus holding and staff parking	Installation of: one office trailer, four light plants, application of calcium chloride for dust control, repair damaged fire hydrant
LAX	Bus holding	Installation of: one storage shed, two light plants
World Trade Center/Long Beach	Long Beach staff parking	Removal of debris, site grading, application of calcium chloride, installation of barricades

7.04

Decoration of the sites: Look items

The LAOOC Look organization began in January 1982 and it was located at the LAOOC Design Center in downtown Los Angeles. The center began under the direction of the Jerde Partnership, an architectural firm and Sussman/Prejza & Co., a graphic design firm. The LAOOC entered into separate consulting contracts with the two firms and each recruited additional firms and individuals to assist in the creation and realization of the Olympic Look program.

The Design Center functioned independently from the LAOOC's administrative headquarters in Culver City. An environment was maintained to afford the designers the liberties needed to experiment with a myriad of concepts in developing a temporary Look unique to Los Angeles. The centralization of all design participants maximized the opportunity for a cross-pollenization of thoughts and ideas.

The single most unifying element of the Look was the color palette. The palette ultimately represented the Mediterranean environment of the original Greek Olympic Games and the Mediterranean-like climate that exists in the Los Angeles area. The colors were magenta, chrome yellow, aqua, light blue, french (dark) blue, vermillion, green, lavender, information yellow, pink and violet. These colors provided a distinctive presence which visually unified the geographically diverse sites in the Los Angeles area, presenting the spectator television audience with an identifiable degree of unity from site to site.

Design strategies included:

- Discreet use of the LAOOC logo and the Olympic rings; the objective was to instill a sense of quiet dignity to the unique way in which the Games were being staged in Los Angeles.
- An expression of the international qualities of both the Games and the host city; graphics and signing created an environment responsive to the world-wide participants and spectators.
- Color and form used to demystify the environment for visiting athletes and spectators.

A series of pre-Olympic international events were staged in Los Angeles during the summer of 1983. These events gave the Look organization the opportunity to implement early concepts and designs and experiment with actual application.

In January, 1984 the Look organization expanded as it began to finalize plans. A contracts and procurement organization was established to locate material, fabricators and contractors of more than 100,000 Look elements.

The first major contracts were executed in February, 1984, and included:

- An initial order of 250,000 yards of nylon in the eleven colors of the Olympic palette; many of these orders were of special dye lots matched precisely to the established colors.
- The painting of 1,500 (8-foot) sonotubes. The total number of tubes painted ultimately would be over 3,500.
- Fabrication and installation of 600 specially designed tents to be used at nearly every venue.
- Contracts with growers identifying the types, colors, plant sizes and blossom size of the annual flowers to be used at the venues; the Look organization was responsible for overseeing the growing of these plants to ensure maximum color and blossom when the Games commenced. Growers were required to pinch back the buds on flowers at certain intervals to ensure plants were in full bloom when used. Over 400,000 quarts of flowers were finally ordered and placed at the venues.

As the Look of the 1984 Games continued to evolve, the potential complexities of the task became more and more evident. The logistics of receiving, sorting, distributing, shipping and installing more than 100,000 Look elements was a monumental assignment. As a result, the Look organization continued to evolve and in May 1984 consisted of the following sections:

- Design; responsible for the finalization of the design of all Look elements at each venue.
- Procurement/contracts; responsible for the procurement and contacting of all Look elements, including the field installation of the elements,
- Supplier quality expediting network; responsible for ensuring that all Look items procured were delivered on schedule and that the desired quality was achieved.
- Support operations; responsible for providing computer support for procurement, inventory and warehouse operations.
- Warehousing operations; responsible for receiving all Look materials and for sorting items for delivery to the venues.
- Look coordination; responsible for assigning a look coordinator to each venue to oversee implementation and installation of the Look.

In order to effectively fabricate the Look elements and make them uniform from site to site, a "kit of parts" was developed. The kit was a catalogue listing Look elements which could be used at each venue. Implementation of the kit of parts concept was important in minimizing the complexities of production. Each item designed was assigned a materiel identification number and produced in quantity.

Production time requirements and long-lead time materials were evaluated to gain an understanding of the constraints associated with the



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procurement process. The most serious materiel lead-time constraints were with the specially dyed nylon fabric required for the flat Look elements. The nylon material had to be ordered early to ensure availability when production commenced. However, in February 1984 design was not complete and a firm estimate on the quantities of nylon material had not been determined. An order was placed for 240,000 linear yards of 60-inch wide nylon material. The Look organization designed around the quantity ordered.

The next step in the procurement process was to find sufficient sources to fabricate the thousands of banners and thirty-five miles of fabric to cover fences. Although the final design requirements were greater than industry capabilities, the procurement organization had to rely on a few firms to modify their production facilities to accommodate the long, continuous

76 Colorful banners and directional signs announce the coming of the Games and the way to specific venues.

runs of fence fabric and the oversized banners. Due to time constraints, it was not possible to modify the design so that the work could be distributed among several firms.

The overwhelming number of Look items and tasks included:

- Thirty-four Olympic sport venues, support venues and villages were decorated with Look items.
- Approximately 2,300 Look elements were designed.
- In excess of 110,000 Look items were requisitioned.
- More than 3,000,000 square feet of nylon and vinyl open-weave fabric was used.
- Approximately 1,500,000 cubic feet of scaffold structures were constructed.
- 400,000 quarts of annual flowers were grown to Look specification.
- Approximately 35 miles of fence fabric (mostly open weave and vinyl) were fabricated and installed on temporary and permanent chain link fence.
- Over 11 miles (58,735 linear feet) of glitter strips were utilized for the decoration of scaffolds, stages, award backdrops, etc.
- Approximately 20,000 informational and directional signs were produced.
- 20,000 street banners were fabricated: 10,000 banners were installed on the streets of Los Angeles and the remaining 10,000 banners were allocated to other cities.
- The total number of sonotubes utilized was in excess of 3,500.
- In excess of 2,000 flags of the nations were procured.
- 600 specialty tents designed by the LAOOC were produced and erected at nearly all the venues.
- Entrance theme scaffold decorations included 300 (3-foot) stars and circles, 120 (42-inch) diameter spheres, 60 (36-inch) square cubes, 500 hardwood panels and thousands of soft flat decorative panels.
- More than 200 specially designed canopy shade structures utilized for decorative and shade purposes.
- Twenty-four 13-foot helium-filled balloons were staged at various venues.
- The Look warehouse received more than 500 shipments from more than 50 manufacturers,
- 280 trucks were dispatched from the Look warehouse to the 34 venues.

Installation contracts were entered into with seven local decorating companies. Each company was responsible for installing the Look at specific venues. The professional expertise of these firms was invaluable in achieving successful installation. While many of the Look elements used in the 1983 events were installed by

LAOOC staff members, the number of venues, large volume of items to be installed and the complexity of the installation made it impossible to do so for the Games.

Thirty Look coordinators joined the LAOOC to manage the installation process and was responsible for overseeing installation at one or more venues. The coordinator was also responsible for the following:

- Coordinate Look element deliveries from the warehouse
- Verify that all Look materials were available on the dates needed
- Devise alternate plans in the event of late deliveries or construction delays
- Finalizing contracts with the Look installers

All of the original contracts entered into with the Look installers were based upon lump sum figures. In nearly every case, these contracts were converted to a time and materials-used basis. The rationale for this was:

- Actual conditions often differed dramatically from those presented during negotiations.
- Delays in the completion of supporting construction or the delivery of materials forced the installers to deviate from their original schedules.
- Changes in scope increased the work load.
- Changes were requested by venue managers and commissioners in the field.

The change to time and material contracts contributed to the three-fold increases in installation cost estimates, but was unavoidable due to the uncertainty of the condition of the sites when installation began. After all, the LAOOC's approach to both construction and Look had never been tried before.

The installation of Look elements commenced on 25 June 1984 at the UCLA and USC Villages. Installation at the first competition venue (rowing and canoeing) started on 5 July. Two primary considerations were the availability of materials on the dates needed and their timely delivery to the site. Logistics were especially difficult because the Look was installed at 34 venues nearly simultaneously.

It was difficult to accurately estimate and budget time and money for installation. The Look items could not be installed until after construction at the venues was complete, as much of the Look was attached to completed construction items. All Look installation was done on a compressed time schedule (only three weeks) and any slip in the construction schedule made a major impact on the Look schedule. Any deviation in the availability of materials at any venue forced immediate adjustments. Any schedule slips or temporary material shortages resulted in added installation costs.



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The actual Look installation was more time consuming than originally forecasted and required a great deal of overtime hours to be worked. In excess of 100,000 man-hours were expended over the actual five-week installation period, nearly three times the original estimate.

Delays often prevented close inspection of packaged Look items prior to shipping and resulted in items that were shipped incorrectly. Daily communication with production coordinators was required to guarantee substitutions when the wrong items were shipped.

Upon completion of each venue, the Look organization evolved into Look maintenance. Individuals were assigned to one or more venues to oversee the maintenance of the Look elements during the Games. The primary responsibility of the Look maintenance crews was to ensure the integrity of the Look and to arrange for any repair or replacement of damaged items.

During the first week of the Games, requests came from many facilities to increase the quantity of decorative elements. It became necessary for coordinators and installation crews to return to the venues to determine how the Look could be embellished. Maintenance of the decorative elements began almost as soon as they were installed. Prior to the opening of some venues, items needed to be adjusted to accommodate various venue contractors, i.e., electricians who were rewiring over banners and lawn mowers which were catching handrail skirts on the fields of play. In

77 Decorative elements such as sonotubes help to bring alive the LAOOC's Festive Federal color palette.

addition, daily repairs were necessary due to the accessibility of the decorative elements to the general public. Signage was stolen, mustard and catsup stains were found on refreshment skirts, beer-soaked and warped cardboard signs were useless and some fabrics were torn. Replacement of the Look items was part of the daily routine.

Overall, however, the goals of the 1984 Olympic Games design program were realized at the venues. The Look celebrated the festive qualities and international spirit traditionally associated with the Games. The vivid colors created an exciting backdrop for the drama of the Opening and Closing Ceremonies and of the competitions at each venue. Most importantly, the Look visually linked the geographically diverse sites.

The Look added vivid color to existing flagpoles and scoreboards, and colorful backdrops were designed for the field of play at each venue. Additional Look elements included skirting, fence fabric and vinyl banners which were added to the environmental decoration of each site.

The Look of the Games of the XXIIIrd Olympiad was established for two clearly identified audiences: those watching over television and those watching in person. Remote viewers saw the decorative elements as a colorful and festive backdrop to the competition. Spectators were exposed to the visual flavor of the Games from the moment they entered the individual venues. They were greeted by balloons, majestic magenta gateways and huge pictograms. The use of color on the individual fields of play maintained the simple, elegant treatment of the Look without distraction to the competitors.

The sports facilities took on a dynamic character at night. Selective lighting at some of the venues brought certain Look elements to life. Scoreboards were lit with various messages. Entry structures and various sculptures had lighting integral to the structures.



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In order to gather the local support required to implement community decoration programs, multi-media presentations showcasing the Look of the Games were presented to business, civic and community leaders. Understanding of the design scheme bred enthusiastic acceptance of the Look. Daily contact with various civic leaders and community representatives was required to schedule, coordinate and finance the street banners program.

The colorful "invasion of butterflies" descended and although the greater Los Angeles area and the city of Los Angeles were not totally shrouded in Look, the program captured the imagination of those with the Olympic spirit and assisted in the transformation of the 1984 Games to an unforgettable experience for the Southern California area and much of the world. The enthusiasm which evolved in the heart and mind of the public and represented by the athletes themselves in the harmonious display of international brotherhood during the Opening Ceremonies and the Games was founded in the Olympic spirit itself. But the Look contributed to the uniqueness of the experience of the Games of the XXIIIrd Olympiad.



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78 Scaffold structures at many sites incorporate the use of colorful fabric as well as geometric shapes and glitter boards to form an impressive greeting for spectators.

79 Distribution of Look items for installation is a continuous task in the days prior to the Games.

7.05 Street banner program

7.05.1 Goals and parameters of the banner program

An important feature of the overall decorative effect of the Olympic Games on the Southern California area was the street banner program. The objective was to decorate the streets of the city of Los Angeles and other outlying cities in such a way as to announce the arrival of the Games. These same decorations remained up during the Games as a reminder that the Games had commenced. The banner program was also concentrated in location to support the Look efforts at the specific Olympic and Olympic Arts Festival sites around the city.

In April 1984, a decision was made to implement two distinctive banner programs. One was aimed at the city of Los Angeles only and the other was aimed at the non-Los Angeles cities.

7.05.2 Los Angeles banner program

Initially, 7,050 banners of twelve basic designs of a three-foot by nine-foot configuration and two of a four-foot by 12-foot configuration were produced. In an agreement with the city, the LAOOC arranged for the installation and removal of the banners as well as the hardware. These banners were originally planned to be concentrated in pre-determined areas of the city upon approval of the Los Angeles City Council.

Actual installation of the banners commenced 28 May 1984 and was completed 14 July 1984. The LAOOC contracted with one company for the installation, maintenance and removal of all the banners. It took an average of five minutes to install each banner.

Prior to the completion of the installation of the initial order of banners, the LAOOC ordered an additional 4,046 banners to supplement existing locations and to decorate certain additional areas of the city not previously considered. These additional banners ensured that the entire route of the marathons would be adequately covered. Two additional banner designs were added and three additional companies were used in the fabrication process.

Originally, the total number of banners and associated hardware were to remain the property of the LAOOC, but following the completion of the Games, the LAOOC gave the banners to the city and in return the city assumed the obligation of removing them from their street positions.



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7.05.3 Non-Los Angeles city banner program

Ten thousand Olympic banners were purchased for this program. The Community Relations Department of the LAOOC chose six of the 12 three-foot by nine-foot styles for the non-Los Angeles program. The difference between the two programs was that the other cities were required to install the banners with their own hardware prior to the start of the Games. These cities were also given the opportunity to purchase additional banners from the original fabricator to further decorate their cities.

7.05.4 Design and fabrication

The banners were fabricated in a combination of six LAOOC Olympic colors—aqua, vermillion, magenta, chrome yellow, green, lavender and blue. In addition to these color combinations, there were four three-foot by nine-foot silkscreen-type banners:

- Stars and confetti Olympic Arts Festival banners used at the OAF sites
- LA84 banners in two variations
- *Star in Motion* banner
- Plain banner with Olympic rings

The banners were all made of nylon and dyed to the Olympic color palette with an ultra-violet inhibitor chemical in the fabric. Unfortunately, the chosen colors for the banners were sensitive to the bright summer sun of Los Angeles and the banners tended to fade after several weeks. However, the fading did not occur until the last week of or after the Games.



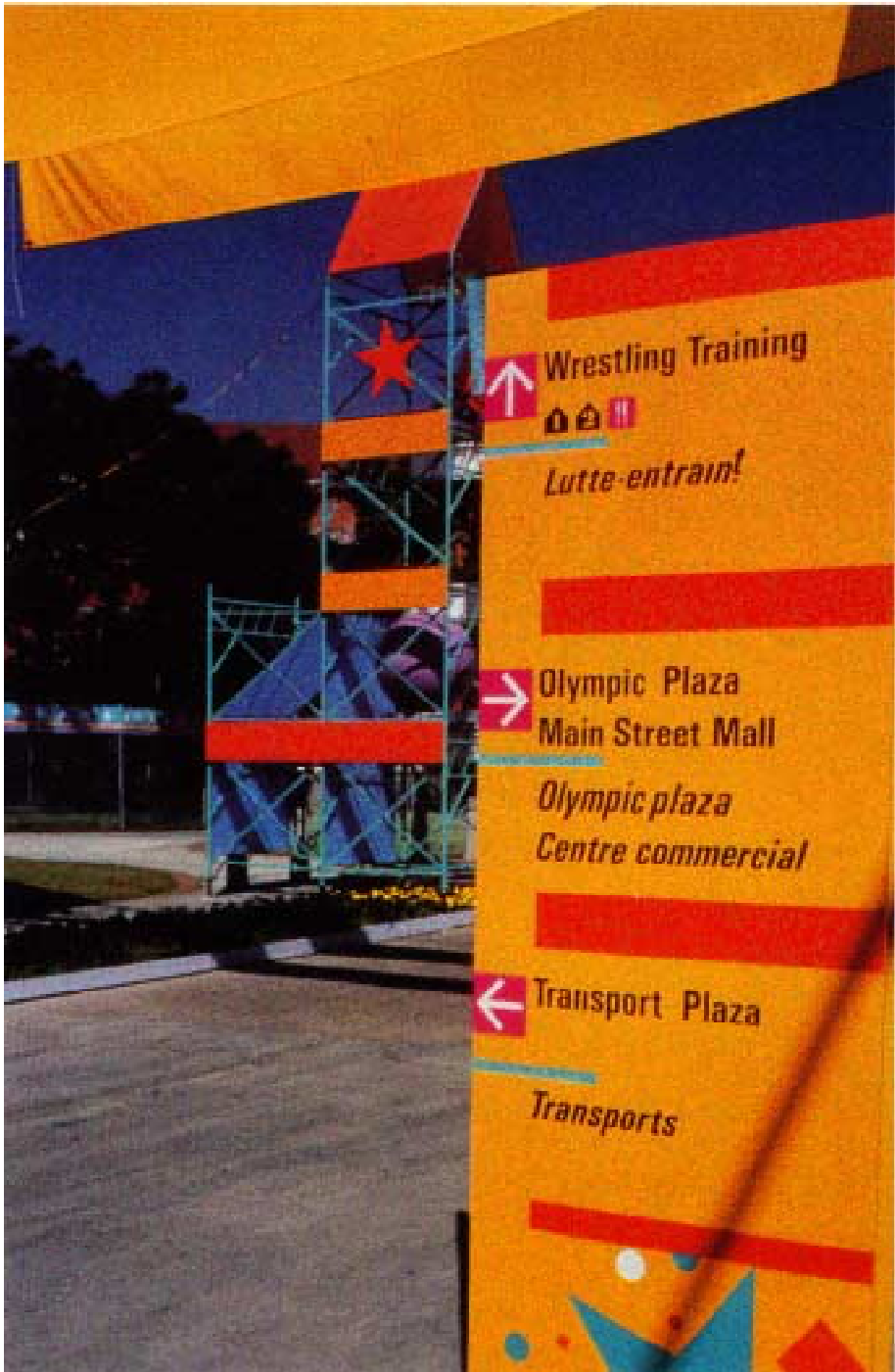
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80 Street banners add color in areas near Olympic venues and help make the community aware of the coming of the Games.

7.05.5 Results of the banner programs

With over 20,000 Olympic banners placed on the streets of Southern California cities, the banner programs were an unqualified success. Although it is impossible to attribute the greater community involvement and civic pride solely to the street banner program, it was a major factor.

This program was quite possibly the single largest banner program in history. The banners covered 125 miles of streets in the city of Los Angeles alone and used approximately 40,000 linear yards of 60-inch wide fabric.



7.06 Signage

7.06.1 Goals and parameters of the signage program

From a functional standpoint, the Olympic sign program was designed to direct pedestrian and vehicular traffic and to instruct and inform all users of Olympic facilities. From a design standpoint, the signage program had more specialized goals. The signs within the program had to appear as an integral part of the Look of the Games: a sign had to be a decorative element as well as a source of information. And, to avoid confusion with non-Olympic signage already in place at these facilities, Olympic signs had to be visually unique so that they stood apart from existing signs. The program was also designed to provide a flexible, modular system with a minimum number of installation conditions and details while, at the same time, deterring the actions of would-be Olympic souvenir collectors.

Conditions for the implementation of the signage program varied from venue to venue. At existing facilities, such as The Forum or the Los Angeles Memorial Coliseum, there was a sign system already in place. Regular spectators at these facilities moved about in established circulation patterns. The LAOOC signage program at this type of facility masked the existing system and modified the accepted circulation pattern to work for the facility's new functions. This type of signage program also worked at the Olympic villages since they already had existing university signage.

At new or temporary facilities, such as the shooting and rowing/canoeing venues, the signage program was more simple and direct—signage was created to operate solely for this new environment without concern for other sign systems or circulation patterns.

The size of the signs was greatly affected by the requirement that all signs utilized by the Olympic Family must have bilingual messages.

7.06.2 Responsibilities of the signage program staff

The staff of the signage program worked in the Architecture and Construction Department. Requests for signage were usually initiated in other departments and directed to the signage staff. The Transportation Department was responsible for initiating the largest number of sign requests. In most cases, the signage staff handled the design and coordination with the outside fabricators, while Transportation worked out the location planning and paid for the fabrication and installation costs. The most expensive of these signage requests was the freeway overhead and off-ramp system.

The street guide sign system was designed and coordinated by the signage staff, but the arrangements with the cities was handled by Transportation and varied from city to city. In simple form, guide signs in the city of Los Angeles were fabricated, installed and maintained by the city, while unincorporated host cities were responsible for locating, installing and maintaining the signs Transportation provided them. The cost of fabrication (one sign and three replacements per sign location) was covered by the LAOOC.

The staff, athlete and media shuttle sign systems were designed and coordinated by signage staff with Transportation picking up the cost for the staff and media shuttle sign systems.

Standard event vehicle directional signs, such as "exit" or "one way" were rented or purchased by Transportation, with no input from the signage staff.

During the planning stage, field of play signage was a questionable area of responsibility. After duplication of effort by several departments, including the signage staff, this area was given over to the Look group. They worked directly with sports equipment manufacturers to create the desired effect on such items as athletics competition numbers, archery distance markers and equestrian bridle numbers.

The only other area of debated responsibility was the Look decorative pieces with messages on them. Since the fabrication of these items was based on different constraints than that of the sign program, the Look staff handled these items from design through installation.

7.06.3 Development of the signage program

In temporary installations, signs run the risk of being eyesores, distracting and jarring to the eye. The Olympic signage, as part of the Look program, were seen as objects d'art and an integral part of the Olympic decorations.

The colors, stars, bars and confetti which were the background to the signs' messages, tied the signs into the overall Look of the Games. Their decorative qualities were enhanced by architectural forms and substantial sizes. These colors and forms were also chosen to make them readily identified as Olympic-related information. In the sign, the colors took on the additional purpose of codifying major groups:

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81 Signs mounted on hollow doors point the way for multiple functions within a single site.

- Automobile directional; aqua with magenta
- Pedestrian directional; information yellow with vermillion
- Pedestrian information and identification; aqua with vermillion
- Athlete bus system; violet with vermillion
- Media bus system; chrome yellow with magenta

The typefaces were chosen to distinguish the two languages used on the signs. English was printed in Univers 67 and French in Univers 68 (italic). For the Olympic Family, the messages were printed in English and French—the two official Olympic languages. For the spectators, of which over 90 percent were from the United States, the signs were in English only.

As an aid to communicate, internationally known pictograms, such as “no smoking,” “Red Cross,” “men” and “women” were used. It was decided to use only the most common of these pictograms to avoid incorrect interpretation of the lesser known symbols.

Once general content of the signage was established, a programming sequence was invoked to determine type, quantity and placement. The first part of this sequence involved the identification of circulation patterns. The user groups were stratified in the following manner:

- Vehicles
- Buses and limousines; 1) Athletes and officials, 2) media, 3) staff, 4) spectators and, 5) VIPs and patrons
- Delivery and maintenance trucks
- Passenger vehicle; spectators and physically challenged
- Pedestrians; 1) athletes and officials, 2) physically challenged, 3) media, 4) spectators, 5) staff, 6) VIP and patrons

These groups were also overlaid with the accreditation zone and security systems.

The second part of the programming sequence was to identify special user requirements. This type of signage varied from venue to venue depending on the needs of the commissioner or the governing sports federation. For example, the rowing and canoeing venue at Lake Casitas needed signs which prohibited the spectators from wading into the lake.

The next step in the sequence was the selection of appropriate sign types. The staff, using the sign types list as a menu, selected the sign type which most fit the bill concerning the siting, mounting condition, required visibility and size, number of messages and whether it needed to be printed in both English and French or English alone.

Once the programming sequence was completed, the output from the programming was documented. All of the sign information was logged onto two complimentary systems: the first, location plans which showed where the signs were to be placed and, the second, graphic schedules which told what information went on each sign.



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Several of the sign needs were of a repetitious nature. These included signs for first aid and doping control and many versions of vehicular and pedestrian restrictive signs. These signs were produced in bulk, and wherever possible, given to the responsible department to distribute.

Accreditation and access control signs were handled in a similar fashion. Due to the fact that most of the controlled access points had slightly different combinations of restrictions, the sign staff developed two standard sign forms (one for perimeter access and one for internal access). To create the appropriate access restrictions, the access control staff placed special decals on the signs. This flexible yet uniform solution served well.

The entire evaluation and programming process took 10 to 14 days per venue and just under a month for each of the villages. It was structured as follows:

- Review of site plans and Venue Development space plan
- Site visit and walk-through
- Meeting with coordinating architect
- Production of preliminary sign plan
- Presentation to commissioner/ mayor
- Period of review by commissioner/ mayor
- Correction of sign plan
- Production of final sign plan
- Minor additions and corrections to the final plan

7.06.4 Fabrication of the signage

The LAOOC instituted a bid program to determine which companies would produce the signage. The bid package consisted of working drawings, specifications, schedules, a time line and a preliminary estimate of quantities for the items to be produced. The bidding was done by invitation after the LAOOC reviewed the abilities and facilities of various fabrication companies. The original bid called for a single entity to take the entire scope of the work, which included fabrication, installation and removal of signage. The completed bids came back at approximately four times the proposed signage budget so an alternative strategy was developed where installation and removal were handled as part of the Look program via a budget shift from the sign program. The fabrication process was then divided into component parts and awarded to two major fabricators with a number of smaller contracts awarded to other companies.

The contract quantities were estimates based on plans for 80 percent of the sites. During fabrication, additional material was ordered when the actual quantities were established.

The dominant sign blank material was styrene (plastic) with silk-screened graphics applied. The sign blanks, after copy was applied, were either installed as signs or applied to the backing panels to make larger, more decorative signs.

82 Signage allows easy identification of functions within a site as well as identifying sites for the various Olympic sports.

Two different structural materials were used to make backing panels: hollow core doors for hard surface installations and multifiber boards for ground and sloped installations. Both types of material were painted and received pressure sensitive vinyl graphics.

The vinyl graphics consisted primarily of die-cut letters and words and computer-cut words and phrases. Due to time delays and application problems with the die-cut process, the signage program was put weeks behind schedule. The computer-cut process, which had immediate turnaround and unlimited letter size but inferior letter forms, was implemented to assist the fabricator. The computer lettering system also became the basis for the emergency sign system used during the Games.

Additional materials used in the signage fabrication were:

- Cardboard tent card signs with silkscreened graphics and applied copy
- Rigid tent valences made from multifiber board with painted and applied graphics
- Soft tent valences made from vinyl with silkscreened graphics and applied copy
- Sonotubes with painted graphics and applied copy
- Concrete bases for hollow core door backing panels
- Posts and hardware for multifiber board backing panels

Several programs occurred in the fabrication process due in large part to the extremely tight production schedules. Errors in letter spacing, overall assembly, silkscreening, color matches and spelling all slowed down the process. Bilingual messages were difficult to monitor since the fabrication processing was operational almost 24 hours a day and Language Services, which provided the translation and proofreading, did not have the manpower to keep up with production.

In an effort to maintain inventory and quality control, all signage was shipped and stored at a central warehouse. This aided the packaging, delivery and storage functions but was never quite able to make up the lost time from earlier production problems.

7.06.5 Installation, maintenance and repair of signage

The installation of the sign program was within the scope of the original bid package but when the bid response caused the LAOOC to break out the component parts of the work, the installation function was given to a few

sign installation companies to complete. When it became apparent that the same companies who were bidding on the Look installation were also bidding for the sign installation, and that separating the work would cause scheduling difficulties, the sign staff decided to lump all sign installation into the Look contracts. At this point, on-site sign installation was inherited by the Look coordinators.

There were so many signs at some sites that installation required full-time attention. To aid the Look coordinators during the few weeks just prior to the Games, the sign staff provided a traveling crew of installation coordinators. This crew, armed with an understanding of the sign system, installation methods and a sign repair kit, repaired and modified signs that required skilled attention. This traveling crew also gave appropriate direction to the on-site sign installation crews.

7.06.6 Signage requirements developed in the Games period

The emergency sign system was an essential part of the signing effort for the Games. A single sign shop was established in a centralized location in Los Angeles. The staffing was as follows:

- Information coordinator/quality controller
- Computer lettering machine operator with two machines
- Letter applicators/sign assemblers (two)
- Driver with van

The sign shop depended heavily on Games technology to complete its assignments. All orders for signs were placed via the Electronic Messaging System. The information coordinator used a print-out of each requested and formatted it for the computer lettering machine operator to input. Once entered into the computer, the letters were cut by the vinyl printer and transferred to the applicators. The applicators prepared and applied the messages to standard blank sign stock, which was then inventoried. The information coordinator then notified the requesting party and arranged for delivery.

During three weeks of operation, the sign shop filled 215 orders, amounting to over 3,000 signs. The average turnaround time for service was 24 hours.

Installation and maintenance of these new signs was handled by the venue management at the requesting site.

7.06.7 Post-Games disposition

A majority of the signs in place around the venues and villages were offered to the LAOOC Games staff as keepsakes once the sites were closed. Structural signs placed on freeways were auctioned off by sealed bid by the California Department of Transportation. The more elaborate signs of the venues and villages were brought back to the Materiel Distribution Center and auctioned off with other Olympic memorabilia.

Examples of signage installation at the venues

Sign type	Quantity	Mounting
Gymnastics—Pauley Pavilion (an indoor arena)		
Sonotubes	1	Post
Hollow core doors	30	Concrete base
Tent menu boards	30	Canopy clip
Styrene wall signs	150	Neoprene tape
Cardboard wall signs	30	Neoprene tape
Cardboard desk signs	150	None
Hockey—East L.A. College (an existing stadium)		
Sonotubes	5	Post
Multifiber boards	3	Post
Hollow core doors	25	Concrete base
Tent valences	30	Cable
Tent menu boards	10	Canopy clips
Styrene wall signs	100	Neoprene tape
Cardboard wall signs	35	Neoprene tape
Cardboard desk signs	15	None
Swimming—USC Swim Stadium (temporary outdoor stadium)		
Sonotubes	4	Post
Multifiber boards	1	Post
Hollow core doors	25	Concrete base
Tent valences	120	Cable
Tent menu boards	25	Canopy clips
Styrene wall signs	225	Neoprene tape
Cardboard wall signs	5	Neoprene tape
Cardboard desk signs	10	None
A-frames	10	None
UCLA Village		
Sonotubes	45	Post
Multifiber boards	60	Post
Hollow core doors	15	Concrete base
Tent valences	30	Cable
Ceiling signs	175	Wire
Styrene wall signs	175	Neoprene tape
Cardboard wall signs	350	Neoprene tape
Cardboard desk signs	75	None
Food flags	1,300	None

Sign quantities

Sign type	Size	Mounting	Quantity
Wall or fence mounted	5 by 7-inches to 4 by 2-feet	Double stick tape or plastic ties	2 1,300
Freestanding	6-feet, 8-inches by 2-feet, zero inches	Post or concrete base	1,725
	8-feet, zero inches by 3-feet, 6 inches		
	10-feet, zero inches by 3-feet, 6 inches		
Sonotube	10, 12 or 15-feet high	Post with spacers	340
Desk cards	6 by 18-inches	None	1,250
Food markers	3-inch diameter	None	3,500
Tent valence	10 and 15-feet		1,000
A-frame and sandwich	Various		200
Totals			29,315



Ceremonies

8.01 Mandate of the Ceremonies Department

The planners of the Opening Ceremonies were given an important goal to accomplish: get the Games started on a positive, emotional and thrilling note and lay the groundwork for a successful Olympic Games.

The Los Angeles Olympic Organizing Committee's senior management, like that of organizing committees before it, recognized the importance the ceremonies played in the Games. If the Opening Ceremonies were poorly done, negative opinions could spill over into the competition phase of the Games; moreover, the lasting impression of Los Angeles could be a negative one if the Closing Ceremonies were bad.

To add to the challenge of the ceremonies staff, worldwide expectations for spectacular shows were high since the Games were being held in Los Angeles, long heralded as the entertainment capital of the world.

8.02 Opening Ceremonies

8.02.1 Concept and early development

Two years before the start of the Games, the LAOOC asked Walt Disney Productions, Inc. to draw up preliminary plans for the production of the Opening and Closing Ceremonies as well as the venue awards ceremonies.

Disney's plan for Opening Ceremonies called for a parade through the streets of Los Angeles, temporary spectator stands near the Los Angeles Memorial Sports Arena, street decorations from Figueroa Street (adjacent to the Los Angeles Memorial Coliseum/Sports Arena) to downtown Los Angeles and an officials' grand review stage built over the seats at the Coliseum peristyle.

The LAOOC senior management wanted to hold costs for the ceremonies to half of a projected budget total and asked Disney management to guarantee that figure. Disney did not feel it could, so the LAOOC decided to explore other options.

Eventually, David L. Wolper, an internationally respected filmmaker and a member of the seven-person committee that was instrumental in bringing the Games to Los Angeles, was asked by senior management to take responsibility for the Ceremonies Department as commissioner and producer.

Tommy Walker, who had directed the ceremonies and awards for both the Squaw Valley and Lake Placid Olympic Winter Games, was later chosen as director of ceremonies.

Planning for both the Opening and Closing Ceremonies began in earnest just nine months before the Games. In January 1984, the LAOOC decided ceremonies and awards should be divided into two separate departments so each area could receive proper attention.

8.02.2 Development of the actual plan

In November 1983, there was no script, no music, no performers and no costumes for either the Opening or Closing Ceremonies. Planning for both ceremonies began at the same time by obtaining available video tapes of previous Olympic ceremonies, studying them and deciding which ideas worked and which did not. As the video tapes of the previous ceremonies were viewed, it became apparent that each of the previous organizing committees presented a tough act to follow.

During this preliminary planning stage, many wild, extravagant ideas were formulated. Slowly, each element of the ceremonies was pieced together. The staff wanted to present Opening Ceremonies that were emotional, majestic and inspirational. Wolper, who had attended six previous Olympic Games, understood the importance of the Opening Ceremonies and also understood that if they were not spectacular, Hollywood's entertainment industry in particular and the United States in general might be subject to severe criticism.

From the beginning, the LAOOC was besieged by famous entertainers who wanted to be a part of the ceremonies. At one point, more than 35 entertainers had offered to sing the United States' national anthem. However, it was decided that although considerable well-known talent was available for use in the Opening Ceremonies, none would be used. It was feared that by using established stars, the audience would take a passive attitude and wait to be entertained. By using youths from the

Los Angeles area, the ceremonies staff hoped to encourage a sentimental, positive response from the audience for the youths to do a good job.

Two other factors were considered in the development of the Opening Ceremonies program. Because a large number of athletes was expected to attend the Games, the entertainment segment of the program was placed before the entrance of the athletes since the number of athletes alone was enough to fill the entire infield of the Coliseum. The other factor taken into consideration was the start time of the ceremonies. To lessen the effect of the mid-summer heat, the entrance of the athletes was scheduled for late afternoon when the Coliseum floor would be cooler.

The organization of the Opening Ceremonies script progressed steadily as new elements of the show were identified. The show had to include something that had not been done in past ceremonies, but also followed the tradition of showcasing the host nation's culture. The music of the United States was thus chosen to tie all of the elements of the ceremony together.

Although there is a rich heritage of music in the United States, there were certain events within the Opening Ceremonies for which no suitable music could be found. When Disney began its preparations for the Opening Ceremonies, composer John Williams was asked to write a theme for the Los Angeles Games. Williams was asked to continue writing the theme after the LAOOC took responsibility for planning the ceremonies.

In addition, a meeting was held of leading members of the music community to gather information and obtain suggestions for additional music and composers for the ceremonies. One piece that could not be found in existing form was an appropriate "welcome" song. Composer Marvin Hamlisch was contacted and asked if he would write the music. Hamlisch was instructed that the staff wanted a song that would repeat the word "welcome" in a dramatic, rather than sing-song style, since it would be the first song to follow the introduction. Hamlisch completed the music in three weeks and suggested lyricist Dean Pitchford for the words.

The third piece of original music commissioned for use in the Opening Ceremonies was written for the final lap of the torch relay and lighting of the

Olympic flame. Something classical in style and reminiscent of the ancient Greek torch races was desired, so the music committee recommended classical composer Philip Glass, who had previously written for opera, film and theatre. Glass was sent video tapes of past Opening Ceremonies to study and the result was "*The Olympian*" which was ultimately used during the lighting of the torch.

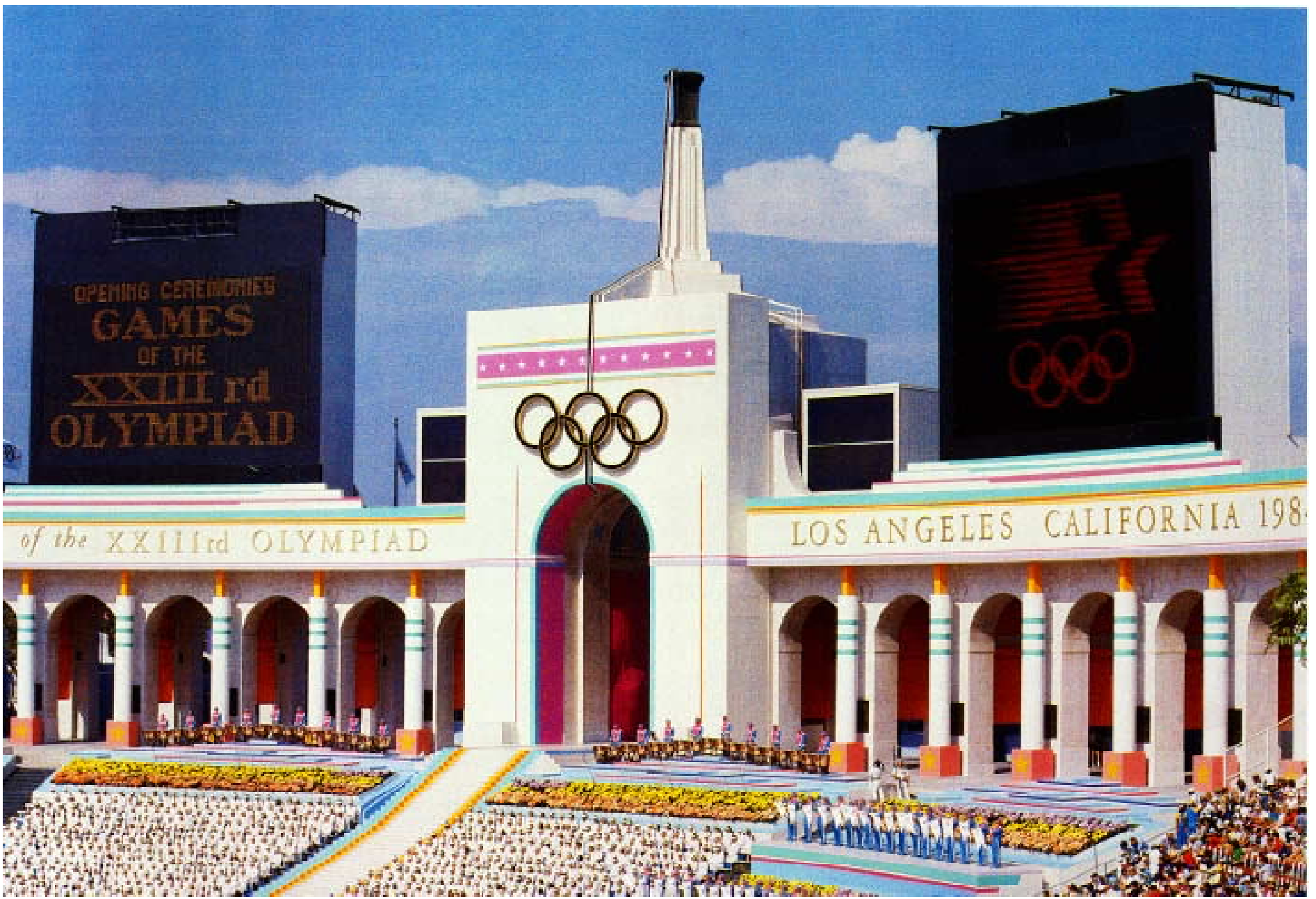
To include an element representative of United States culture, a marching band, the origin of which has been traced to the fife and drum corps of the Revolutionary War, was included. The band numbered approximately 800 members and produced the only live music during the Opening Ceremonies. All other music was pre-recorded.

To complement the marching band, another staple of United States culture, the drill team, was included. The staff felt that many of the dance numbers could be performed by drill team members, reducing the number of professional dancers needed for the ceremonies.

As each part of the program was planned, it was important to note that the Coliseum field provided a gigantic stage and, therefore, all planning was conducted on a grandiose scale. The scale required to produce the desired dramatic effect was best illustrated in the George Gershwin portion of the "*Music of America*" sequence. Gershwin wrote "*Rhapsody in Blue*" to be played by a jazz band and piano. Keeping in mind the size of the Coliseum, one, two or even 10 pianos would be lost in the vastness of the "stage." To compensate, 85 pianos were used to fill the arches of the peristyle.

Each portion of the show was similarly designed. "*The Pioneer Spirit*" segment, which depicted the United States' westward expansion during the 19th century, utilized Hollywood-type sets which were moved onto the field by the dancers, set up and then quickly taken off the field by the cast.

The rest of the "*Music of America*" portion of the show traced the chronological progression of American music from jazz, gospel and ragtime through the Big Band sounds of the 1940s to contemporary music.



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- 1 The peristyle end of the Coliseum during Opening Ceremonies.
- 2 LAOOC Ceremonies Commissioner David Wolper presents Opening Ceremonies plans at a news conference.

Ceremonies

While the musical portion of the show was being planned, other details of the show were worked out. Since it was felt there was no way to improve on the precision of the card stunts performed in Moscow, one spectacular stunt which involved the entire stadium was planned. The ceremonies staff worked in conjunction with a firm which designed card stunts for several Southern California universities. It was decided that depicting flags of the participating NOCs would be appropriate, so the planners used a computer and a seating manifest of the Coliseum to design the card stunt seat by seat. The theme of the card stunt was kept as secret as possible.

While the ceremonies staff was given free reign to plan the entertainment portion of the Opening Ceremonies, a large portion of the program was dictated by the 1978 provisional edition of the Olympic Charter. However, the ceremonies staff requested one change in the Charter-mandated sequence and was granted the change by the IOC.

The charter stipulated that the following take place:

- Parade of athletes.
- Organizing Committee president introduces the president of IOC.
- IOC president introduces the host nation's sovereign or head of state.
- Sovereign or head of state declares the Games open.
- Olympic flag is raised as the Olympic Hymn is played.
- Antwerp flag is exchanged.
- Torch is lit.
- Athlete's oath is taken.
- Official's oath is taken.

The LAOOC requested that the Antwerp flag exchange be moved to a portion of the ceremony which would not detract from the build-up of emotion and anticipation for the arrival of the torch. It was moved to follow the card stunt and precede the athletes' march.

Two important elements remained to complete the basic planning of the script for the Opening Ceremonies. The first was the logistics of lighting the Olympic flame and the second was finding the appropriate finale.

The ceremonies staff was concerned that the torch would not arrive at the Coliseum at the right time if the torch relay was conducted up until the time of the Opening Ceremonies. Thus, the torch's arrival at the Coliseum was

planned for at least a couple of hours before the start of the ceremonies to avoid traffic and crowds.

Getting the torch to the Coliseum was easy, lighting the Olympic flame was the hard part. How to get the final torchbearer into position to light the cauldron on top of the peristyle 145 feet above ground level was puzzling at best. Since there was no torch relay during the 1932 Los Angeles Games, the flame had been ignited by the flick of a switch.

After many designs were considered and rejected, a member of the planning staff suggested lighting the Olympic rings, which were planned for the front of the peristyle directly above the archway and in direct line with the cauldron. From there, it was a simple matter to arrange stairs that could be erected to the top of the archway where the final torchbearer could light the rings and the flame could then travel through a tube, up the peristyle and to the cauldron. A "slip-stair" was chosen which could remain out of public view and then be raised hydraulically at the appropriate time.

For the finale, an emotional, inspiring theme was needed. Beethoven's "Ode to Joy" was suggested, but it was felt that it didn't project enough emotion. The theme song from Disney's "It's a Small World" exhibit was also suggested, but discarded because it was cute rather than powerful. Finally, the song "Reach Out and Touch" was suggested. While the chorus lyrics were exactly what was wanted, the rest of the lyrics needed to be rewritten. The authors of the song agreed to rewrite the lyrics with an appropriate international theme.

The ceremonies staff envisioned the athletes and spectators joining hands and singing the chorus. Even though the singer would instruct everyone to join hands, an example was needed. To accomplish this, a plan was developed to recruit 2,000 multi-national volunteers and invite them to encircle the field dressed in their native costumes. Since Los Angeles is such a culturally diverse city, the staff felt that it would be fairly easy to recruit the necessary number of people.

To further add to the atmosphere of the symbolic world-wide joining of hands, it was suggested that one of the two giant Coliseum scoreboards be used to show satellite pictures of people from different countries joining hands and singing along. However, in trying to arrange for satellite transmissions, it was discovered that all available connections were being utilized to transmit pictures of the ceremonies. The idea was still carried out, but the pictures were videotaped before the Games.

The joining of hands in the "Reach Out and Touch" number served as the inspiration behind the cover of the Opening Ceremonies program. The cover was a reproduction of a Pablo Picasso drawing entitled "La Ronde des Enfants" (The Dance of Children) that belonged to Wolper. The drawing depicts children joining hands and dancing in a circle with a bird of peace flying overhead. Ironically, the dance was one that IOC President Juan Antonio Samaranch performed as a child in his hometown of Barcelona where Picasso produced the drawing.

It is important to note, that while a great amount of planning went into the Opening Ceremonies, the continuous creativity surrounding the production caused changes to occur in the program as late as two days before the actual ceremonies. Some production numbers were dropped because they did not fit into the overall scheme. In one case, a number was dropped because the star performer, a bald eagle, died just days before the show.

8.02.3 Formation of the cast and gathering of the technical elements

With the basic plan of the Opening Ceremonies completed, the process of recruiting cast members and arranging for props, wardrobes and support services began.

Wolper began by recruiting some of the top professionals in the fields of choreography, marching bands, choirs, drill teams, props and wardrobe, design, production and lighting to help in the planning of the different segments of the program. Each of these professionals was responsible for planning the details of their areas and recruiting the necessary staff.

To begin assembling the marching band, the ceremonies staff contacted University of Southern California band

director, Dr. Arthur Bartner. Bartner contacted university band directors from across the United States and invited them to a three-day conference to help plan the process of recruiting the best band members. The directors decided to recommend outstanding band students from all 50 states for a four-week band camp which was held at Pepperdine University just prior to the Games. The LAOOC utilized Pepperdine's facilities for housing, training and rehearsing. Band members were sent the Opening Ceremonies music prior to arriving in Los Angeles so that rehearsals could concentrate on the marching element of the performance.

A similar method was used to organize the Olympic Honor Choir. In late 1983, Dr. Charles Hirt, also of USC, contacted choir directors at colleges and universities in the Southern California area. Hirt requested that each choir director recommend top students by quartet (soprano, tenor, bass, alto) and designate the quartets in order of talent. The students were also required to demonstrate ability to read music well. The choir directors responded by recommending more than 3,500 students from which 1,000 were chosen. The students were required to attend two of three rehearsals which were scheduled in spring 1984 in the Westwood, Long Beach and East Los Angeles areas. A separate choir was used for the gospel number in the "Music of America" sequence. Members from three black church choirs were combined into one choir for the number.

To organize a 1,200-member drill team, Southern California drill team instructors were notified of a drill team try-out and a contest was conducted to select the finalists.

The greatest difficulty was in recruiting a large number of highly-skilled dancers. While a portion of the simpler, repetitive dance numbers could be performed by drill team members, the more complex dance numbers, such as the "The Pioneer Spirit," required professional dancers.

Approximately three months before the Games, a tryout was held in the Los Angeles area, but not enough quality



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3 The hydraulic slip-stair used by the final torchbearer to light the torch is tested.

dancers were found. Since the majority of professional dancers live in San Francisco, Las Vegas and New York where Broadway-style shows are produced, the LAOOC sent assistant choreographers to these areas to hire the 300-400 dancers needed. Because professional dancers are expected to learn their routines quickly as part of their profession, the dancers were not brought to Los Angeles until two weeks before the Opening Ceremonies.

One of the most important acquisitions was Lieutenant Colonel Tom Groppel who was given a leave from the U.S. Army to organize the march of the athletes. Groppel was instrumental not only in planning the athletes' seating in the Sports Arena, their precisely timed march into the Coliseum and their placement on the infield, but also in obtaining the national anthems for all competing nations for use in the awards ceremonies. Information was obtained regarding delegation sizes from each NOC's chef de mission. However, the information obtained was rarely accurate which complicated the planning of the march.

The multi-national group members for the "Reach Out and Touch" number were recruited from existing ethnic groups and clubs and invitations to participate in the Opening Ceremonies were extended after individual meetings with each group. The

culturally diverse Los Angeles area provided an almost endless resource area for recruiting the participants, who eventually numbered more than 1,500. The participants were required to provide a costume that was representative of their ethnic origin.

The selection of the singer for the "Reach Out and Touch" number happened almost by accident. A recording of the number was needed to check the arrangement and the choir director was asked to make one during the next rehearsal. The director picked one of the choir members, Vicki McClure, to sing the song for the taping session and sent it to the ceremonies staff. Sticking with the original concept of not using star performers, the staff was fully satisfied with the tape made by the choir director and decided to use the same singer during Opening Ceremonies.

Even before the ceremonies script was completed and the cast members were selected, the props and wardrobe staff began planning for necessary support materials such as costumes, placards, spectator stunt cards, balloons, banners and flags.

The design and production of costumes was a tedious process that was complicated by an ever-changing script and a turnover of volunteer performers. Approximately one and one-half years before the Games, preliminary costume planning was completed under the direction of Walt Disney Productions. Wolper then retained some of Disney's wardrobe staff.

The marching band uniforms were the first wardrobe pieces planned since the band was one of the few constants in the ceremonies script. The LAOOC asked Levi Strauss & Co. to provide the costumes for the ceremonies in addition to Levi's commitment for LAOOC Games staff uniforms. However, the LAOOC and Levi's could not reach agreement regarding a final design for the uniforms and the LAOOC eventually contracted all uniform production to various other companies.

New costumes were designed as each portion of the show was developed. The production of the costumes was done by different vendors including costume houses and regular retail

manufacturers. While the costumes were in production, a warehouse was located where costumes could be fitted and distributed. On 1 May 1984, a warehouse which had previously been occupied by the LAOOC's Design Department was converted for ceremonies' use.

Once the costume distribution center was identified, a paid staff of 40 was hired to supplement a staff of 100 volunteers to distribute and alter the costumes. The center served as a storage house for the costumes and was equipped with rental sewing equipment for alteration purposes.

Opening Ceremonies performers were notified of fitting date assignments through their production coordinators during rehearsals. In some cases, performers were also contacted by letter. In all cases, performers were given a card that indicated the type of costume they were to receive at the distribution center.

Costume fittings began eight weeks before Opening Ceremonies. Approximately 5,000 performers were processed through the center and were fitted for both shoes and costumes. Alterations were performed on-site while the performers waited and all performers left with a finished costume. Choir robes and pages' outfits, which did not require fitting, were packaged and sent to rehearsals for distribution. In limited cases, where slight alterations were necessary, arrangements were made on an individual basis.

Overall, the costuming process worked well. However, many performers did not report to the distribution center at their assigned times and some performers quit before the Opening Ceremonies and were replaced. Because of these two problems, a full-time staff member was hired to work strictly on rescheduling appointments for performers who missed their original fitting and scheduling replacement performers for their first fitting.

Props were divided into two groups: those used in the performance and those not. Props for the performance included the country placards, balloons, banners, flags and the "Pioneer" segment western town and wagons. Some props, such as the Pioneer town and country placards, were designed by ceremonies staff. Additional props, such as balloons, were acquired from outside firms. Also included in the performance props was a field grid which was installed on the grass and had a specific location mark



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for each performer to use as a point of reference. The major components of the non-performance prop grouping were the cards used in the spectator card stunt and the welcome flags.

The manufacturing of the stunt cards was handled by a contracted firm. The cards arrived pre-packaged with a computer label attached to each which designated a specific seat in the Coliseum and the color of the card contained inside. The cards were grouped by color.

8.02.4 Installation of the physical elements

The Los Angeles Memorial Coliseum, built between 1921 and 1923 and renovated for the 1932 Games, underwent major rehabilitation work for the 1984 Games.

The Coliseum Commission, which manages the Coliseum and Sports Arena, was concerned that any improvements made to the Coliseum respect the tradition of the facility while the LAOOC was concerned that the Coliseum portray the Look designed for the venues since it would be the focal point of the Games.

Improvements to the facility were not only made for the Opening and Closing Ceremonies but also for the athletics

competition. Construction at the site became difficult when the Los Angeles franchise of the United States Football League qualified for play-off competition requiring additional games at the Coliseum close to the time of the Games. Also, the United States Olympic track and field trials were held at the Coliseum and did not conclude until 24 June 1984. The LAOOC gained exclusive access to the facility the next day. While more than \$5 million in improvements were made to the Coliseum overall, those that affected the Opening Ceremonies were made in the peristyle area. To allow the Opening Ceremonies cast ample time for rehearsals, the construction timetable was compressed into approximately two weeks. The majority of the work was accomplished without utilizing a 24-hour construction schedule although the Construction Department was prepared to do so, if necessary.

To prepare the peristyle area for the ceremonies contractors, the Architecture and Construction Department

used a design which called for a continuous horizontal fascia that hung over the top of the existing peristyle and extended to the central arch. On one side of the central arch the words "Games of the XXIIIrd Olympiad" were hung and on the other were the words "Los Angeles, California 1984." Directly above the main arch, the 35-foot Olympic rings, which were involved in the lighting of the Olympic torch, were added.

A limiting factor in the design of all the peristyle elements was the two scoreboard structures. They were not conducive to hanging ornamentalations. To remedy that problem, four structural columns were added to the section of the fascia which crossed in front of the scoreboards. Eight extra columns that were not structural in function were added to complete the design. Three-foot round sonotubes set on four-foot six-inch bases were used to decorate the columns.

Other peristyle area construction included replacing the concrete between the peristyle seats and perimeter fence, painting the seats, painting the peristyle ceiling, adding a new natural gas line to the torch and adding decorative, colorful, four-tiered "wedding cakes" to each end of the peristyle.

Once the peristyle construction was completed, the ceremonies' contrac-

ters installed the hydraulic slip-stair for the final torchbearer and the ceremonies stage, part of which included the three-tiered platforms used to roll 85 pianos through the 14 archways.

The planning for the President of the United States' arrival was a time-consuming process that affected not only construction of the press box, but also included additional fences for appropriate access/exit routes. In the press box, a steel plate was added to the floor and bullet resistant windows were installed. The changes in the access flow caused by changing fence lines affected the routing of the ceremonies performers and had to be dealt with on a continuing basis.

One unexpected installation project was added at the last minute. During the early planning stages, a search was conducted to obtain the best sound system possible. Small, high quality speakers that would not dominate the field and give the appearance of a rock n' roll concert were desired. Small-



sized speakers were eventually chosen, but after the dress rehearsal, the ceremonies staff was unhappy with the quality of the sound system. In the meantime, another sound company had located a new speaker that included the desired features. The speakers were obtained and installed in the Coliseum overnight before the Opening Ceremonies.

Two 60-foot by 60-foot fenced areas were installed for fireworks. One was located north of the peristyle plaza and the other was located near Figueroa Street. Additional fences were installed from the Sports Arena to the Coliseum to allow delegations to leave the Sports Arena on the concourse level and march toward the Coliseum tunnel.

The prop crew was involved in two massive installations for the Opening Ceremonies. In addition to making sure props were available for the rehearsals and performance, the crew was also responsible for maintaining a field grid, which served as location points of reference for the performers, and for distributing the cards for the card stunt.

Because the Coliseum infield was a natural turf surface, the field grid was installed and removed approximately every three days to allow mowing of

the grass. The grid consisted of plastic disks held in place by spikes and placed every two-and-one-half yards on the infield. Both pieces were painted green, to match the grass as closely as possible. Each disk was identified by a number and letter for specific reference points for the performers.

Thus, when the director told a performer could stand at A-8, the performer could locate the exact position. That meant that each piece had to be installed in exactly the same location every time. The initial installation of the grid utilized marks prepared by professional surveyors.

The other prop installation project that consumed a great deal of time was placing stunt cards in the correct seats. The cards arrived at the Coliseum in packages labeled with a computer tape. Approximately 50 volunteers took the packaged cards, which were grouped by color, and matched each package with the correct seat within the Coliseum. The original distribution of the cards took place two days

before the Opening Ceremonies and a check was made the day of Opening Ceremonies to make sure cards were still in place. Seats that did not have a card package received replacement cards.

8.02.5 Rehearsal and training

Coordinating the schedules of thousands of performers was an almost impossible task, especially considering that most of the cast consisted of volunteers.

To accommodate the performers as much as possible, a master rehearsal schedule was developed approximately three months ahead of time and adjustments were made only when absolutely necessary.

Before the schedule could be planned, a rehearsal site had to be located since access to the Coliseum before 24 June 1984 was impossible because of the U.S. Olympic track and field trials. Even after the trials, access to the Coliseum was limited since construction and installation of other elements necessary for the athletics competition and ceremonies took first priority.

By 15 June 1984, all ceremonies performers were selected and

⁴ Two days before Opening Ceremonies, all performing groups were brought together for the only complete rehearsal held.

Ceremonies

rehearsals began. The LAOOC utilized a total of nine rehearsal locations for the Opening Ceremonies, including El Segundo High School, which the LAOOC rented for the summer as the main rehearsal site. The high school proved ideal. Multiple practice areas, including four fields and several gymnasiums, were available on the grounds and the school was located centrally near the Los Angeles airport. This allowed each of the individual casts within the show to schedule practices separately according to individual requirements.

Several problems were encountered during the rehearsal phase. One of the recurring problems was attendance. Because most performers were volunteers, they had conflicts with jobs, school or any number of other reasons. The volunteers also were not used to the amount of rehearsal required to satisfy the professional standards of the ceremonies staff. This caused some of them to become disenchanted, although the staff knew that the performers would be happy with their efforts after the ceremonies were completed. Maintaining morale during the rehearsal phase, however, was a constant battle.

Use of the Coliseum was required to test everything from staging performers to testing technical equipment. Support from departments such as Food Services, Health Services and

Material Supply were required for the thousands of people involved in these activities. This caused each of the support departments involved in Coliseum operations to reevaluate their planning at an extremely late date and adjust accordingly. Moreover, inadequate interdepartmental communications prior to the rehearsal dates resulted in a somewhat disorganized delivery of services because the support departments were not prepared for the nature and size of the ceremonies and the scope of the services they were expected to provide. Support services were further complicated every time a change occurred in the rehearsal schedule.

Although many of the segments of the show were rehearsed many times and for relatively long periods before the ceremonies, there were some segments that could not be rehearsed until just before the Opening Ceremonies. One portion in particular was the lighting of the torch, which could not be rehearsed until the LAOOC named the final torchbearer.

Before the torchbearer was named, several athletically inclined people were asked to run around the track and then up the stairs. No one could complete the distance. Approximately 10 days before the Opening Ceremonies, 1960 Olympic decathlon champion Rafer Johnson was chosen as the final torchbearer—although not publicly—and was brought to the Coliseum to rehearse. Others were asked to rehearse as well so that the identity of the final torchbearer could be kept secret. The 50 degree angle of the hydraulic slip-stair combined with the total number of 96 steps made it

difficult to establish a rhythm going up the stairs. While practicing, Johnson developed a muscle cramp in his leg which made it difficult for him to reach the top of the staircase.

Because of the injury, a back-up plan was devised in case Johnson faltered during the actual Opening Ceremonies. Since the raising of the Olympic flag immediately preceded the lighting of the torch, it made sense for one of the flag bearers to serve as a backup. Olympic decathlon gold medalist Bruce Jenner (1976) was given a running suit to wear under his ceremonial suit. In the event Johnson could not make it to the top of the stairs, Jenner would come to his aid.

Although the Opening Ceremonies cast was involved in many small-scale rehearsals, there was only one complete dress rehearsal which approximated the entire script and circumstances of the Opening Ceremonies.

The full dress rehearsal was scheduled two days before the Opening Ceremonies. All portions of the day simulated Opening Ceremonies as closely as possible to test everything from transportation to access control to the performance.

The cast members were instructed to duplicate their day from the moment they got up until their performance was completed. That included driving to Santa Anita Park, eating lunch, board-

ing the bus, sitting in the appropriate seat in the Sports Arena or swimming pool area, lining up for the performance, performing and exiting. No athletes, with the exception of the flag bearers, participated in the rehearsal. Approximately 3,000 Disneyland employees acted as athletes for the march.

The dress rehearsal was closed to the general public and press but open to ticketed LAOOC Games volunteers and parents and friends of performers. This allowed the LAOOC an opportunity to thank many of the Games volunteers. The decision to close the rehearsal to members of the press was not due to any concerns that stories would be written about the ceremonies, but in an effort to protect the visual appearance of the ceremonies until the performance itself. The LAOOC allowed television commentators into the Coliseum so they could prepare to describe the ceremonies, however. The LAOOC's policy regarding the entrance of press to the rehearsal was foiled, since access control around the Coliseum during the dress rehearsal was generally lax and members of the press attended anyway.

After the dress rehearsal, the ceremonies staff made substantial changes in the show by cutting some segments, revising others and eliminating costume changes for the marching band. The dress rehearsal was purposely scheduled two days before Opening Ceremonies so that changes could be made in the script. One of the more drastic changes was switching the costumes of the drill team. It was felt that the uniforms did not project



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5 The Sports Arena is an Opening Ceremonies staging area for athletes.

6 Flower girls mingle with the crowd at Opening Ceremonies.

7 Athletes from Australia wave to the crowd.



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7

the right image, so a change was made and each drill team member was required to be refitted with a new costume. Since all music in the show with the exception of that played by the marching band was pre-recorded, music needed to be re-edited. The changed segments of the show were rehearsed over again.

By the end of 27 July 1984, 380 rehearsals for 10,000 cast members totaling 304,000 rehearsal hours had taken place.

8.02.6 Staging and performance of the Opening Ceremonies

The staging of the Opening Ceremonies was a cooperative logistical effort of tremendous proportions. Because the ceremonies staff preferred to stage the performers and athletes hours too early than a minute too late, the day's schedule commenced many hours before the start of the ceremonies.

Last-minute details were worked on and completed all day long. In the Coliseum, a helium tanker blew up more than 1,200 five-foot balloons which were then placed in the proper positions on the field. Volunteers checked each seat to make sure the correct plastic packages of colored cards were set for the card stunt. Ninety-two thousand "welcome" flags were taken to the entries where they later were passed out to each spectator. Thousands of fresh flowers were placed on the peristyle stage. The sound system was tested and music tapes were double-checked.

Meanwhile the performers reported to their designated locations. Most of the performers reported to Santa Anita Park while the "multi-national group" reported to a location in downtown Los Angeles. Once the performers arrived at their designated points, they checked in, were stamped with a security stamp and were fed. They would not have another opportunity to eat until the ceremonies had concluded. Once fed, the performers were loaded onto 160 buses and taken to the Coliseum area.

At the Coliseum, the cast was held at two locations within a short walking distance of the Coliseum main entry. The first was the Sports Arena, which was also used to hold the athletes prior to their entry into the stadium. Because the 16,000-seat Sports Arena was not large enough to hold all the athletes and performers, the grandstand of the 1932 Olympic swimming pool was used as an auxiliary area and was specially covered to provide shade. Each performer was seated according to a computer-devised seating chart.

The arrival of the athletes was carefully planned and well-executed. The Transportation Department performed extraordinarily well in moving the athletes from the three villages to the Coliseum and back without a major incident. Approximately 120 buses, in convoys of 20, were used for UCLA delegations and a 20 bus shuttle was used at USC. The planning of the athletes' arrival was coordinated through the village mayors, village administrators, chef de missions and LAOOC envoys. Meetings were held with NOC officials at each village to provide information such as reporting times and locations, bus locations, bus routes, drop off spots and Sports Arena seating arrangements. NOC officials were also instructed to inform their athletes to eat before the ceremonies and to abide by long-established rules concerning protocol during the march.

Once the athletes arrived at the Coliseum, they were greeted by team aides who were responsible for escorting the teams to the Sports Arena. There, the flags of each country and placards for each country were placed. The aides were also responsible for helping to line up the athletes and escorting them to the Coliseum entrance to begin the march on time. The number of aides per team was determined by the size of the delegation.

The Opening Ceremonies started exactly on time—1636—and began with 110 trumpeters and 20 tympanists playing the "Los Angeles Olympic Theme." "The 1,000 members of the Olympic choir and the 60-piece Olympic orchestra were located in the peristyle seats directly in front of the fanfare trumpeter unit.

As soon as the notes of the Olympic theme faded, five skywriting airplanes began forming 2,000-foot letters and spelled out the word "welcome." Flower girls then passed out flowers with multi-language greetings of welcome written on the attached ribbons and a man with "welcome" written on his back and powered by a rocket belt flew into the stadium and landed on the field.



8

8 The Rocket Man comes in for a landing during Opening Ceremonies.

Ceremonies

The 1,262 members of the Olympic drill team began performing their routine to the specially-written "Welcome" song using the five-foot diameter white and gold balloons as props. During the welcome number, the video display scoreboard showed pictures of Los Angeles residents waving hello while the matrix scoreboard showed an animated film of the word "welcome" in 23 different languages. The drill team members performed several formations including the Olympic rings and the word "welcome". Once the routine was completed, the drill team members released the balloons. As the balloons flew into the sky, streamers unrolled from the bottom of the balloons and each streamer had the word "welcome" printed in one of 23 languages.

Shortly after, "Ruffles and Flourishes" and "Hail to the Chief" were played to announce the arrival of United States President Ronald Reagan, IOC President Juan Antonio Samaranch and LAOC President Peter V. Ueberroth. After the U.S. national anthem was played and the colors were presented, the entertainment portion of the program began.

The 800-member Olympic marching band, which entered the Coliseum through the numerous tunnels located around the Coliseum, signaled the beginning of a 30-minute presentation of the "Music of America." Included in the band were 144 trumpets, 96 trombones, 48 sousaphones, 48 percussion instruments, 64 piccolos and flutes, 56 altos, 52 clarinets, 36 tenor saxophones, 16 baritones and 128 band silks.

The "Music of America" segment consisted of six parts, each of which depicted a unique portion of the United States' musical development. They were:

□ "Americana Suite": portrayed the development of the marching band from its Revolutionary War roots through one of its most popular periods when the U.S. Marine Corps band was led by John Philip Sousa. The number was performed by the 800-member Olympic marching band.

- "The Pioneer Spirit"; showed the westward expansion which occurred during the 19th century. The production included movable props, which when set up by the performers themselves, formed a small western town. The cast included 300 members of the Olympic dance corps, 10 character dancers, 50 gymnasts/fiddlers and 50 youth dancers.
- "Dixieland Jamboree"; depicted the birth of jazz in New Orleans and the associated vocal style whose origin dates back to the gospel traditions of Afro-American spiritual music. A 300-member Olympic gospel choir joined the marching band and 75 dancers.
- "Urban Rhapsody"; showed the incorporation of jazz and classical styles made famous by George Gershwin. The "Rhapsody in Blue" number was highlighted by three rows of pianos (84 black and one white) rolling through the peristyle arches. The presentation utilized 85 pianists and 200 dancers.
- "The World is a Stage"; traced the musical development of the United States from the 1940s' Big Band

sound to the present. Approximately 1,500 members from the drill team and dance corps performed throughout the sequence.

- "Finale"; the entire "Music of America" cast was reunited while portions formed an outline map of the United States.

Following the "Music of America" presentation, the Coliseum announcer instructed the audience to locate the packets which had previously been placed at their seats. The plastic packets contained a colored plastic card and instructions in six different languages which requested the audience to raise their cards at a designated time. When the audience raised their cards to form the flags of every participating NOC, it was the first time the card stunt was performed. Finding 85,000 people to test the stunt, of course, was not practical. All sections of the Coliseum, with the exception of the press section, participated in the stunt. The press



10

9 As balloons begin to fill the skies, streamers, each with the word "welcome" printed in one of 23 languages, are unfurled for the Opening Ceremonies crowd.

10 Part of an 800-member marching band present "Music of America" at Opening Ceremonies.



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- 11 Dancers present "The Pioneer Spirit" dances.
- 12 An overhead view of "The Pioneer Spirit" troupe moving center stage.
- 13 A 300-member Olympic gospel choir joins the marching band and a 75-member dance troupe.
- 14 Three rows of pianos in the peristyle end of the Coliseum highlight the "Rhapsody in Blue" presentation.
- 15 An aerial view of the "Rhapsody in Blue" presentation.

Ceremonies



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section was excluded because numerous journalists had indicated that they would not participate; moreover, the press section allowed actual seating only in every other row of seats to accommodate specially-designed tables. These tables would have left "holes" in any flag formed in that section.

The Olympic Charter-mandated portion of the ceremonies followed the card stunt and was begun with the Antwerp Flag Exchange. IOC President Juan Antonio Samaranch presented the flag to Los Angeles Mayor Tom Bradley who in turn presented the flag to LAOOC Chairman Paul Ziffren. Two members of the United States Olympic delegation to the 1920 Games in Antwerp, Alice Lord Landon and Aileen Riggen Seoule, were included in the exchange ceremony. The playing of the "Los Angeles Olympic Theme" followed the presentation and set the stage for the entrance of the athletes.

The athletes' march was coordinated through the efforts of a director located on the field, staff located in the Coliseum press box and aides located in the Sports Arena. The march was precisely timed to each count of music and, remarkably, ran only two minutes late.

Prior to entering the Coliseum, the athletes watched the Opening Ceremonies on the large screen televisions provided in the Sports Arena. As time drew near for the march, teams were called in alphabetical order in English (with the exception of Greece, which traditionally marches first and the United States, which as the host nation, marched last) to begin lining up. Once lined up at the Sports Arena, the athletes walked approximately 250 meters to the entrance of the Coliseum where aides again checked to make sure the athletes lined up properly and started to march at the correct count of music. The use of the aides was especially important to help curb the athletes' enthusiasm since the athletes were charged up emotionally for the opening of the Games.

Because the LAOOC anticipated a total of between 7,000-9,000 athletes and officials to march in the Opening Ceremonies, a number of precautions were taken to ensure that the operations conducted on the field were carried out in the simplest, most organized way possible. Once the athletes' march began, all operations were cleared through the director, who was located on the field. This was especially important in directing medical help to participants, many of whom were affected by the heat. Spotters were located in the press box to look for possible problems in any area of operations. The spotters and



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16 An overhead view of the card stunt performed at Opening Ceremonies by the spectators.

17 The massive card stunt portrays the flag of every participating National Olympic Committee.

Entry of delegations into the Coliseum

Country	Entry time	Number	Country	Entry Time	Number
Greece	0:32	127	Liberia	0:07	7
Algeria	0:18	36	Liechtenstein	0:19	10
Andorra	0:09	2	Luxembourg	0:22	12
Antigua	0:17	31	Madagascar	0:10	5
Argentina	0:44	111	Malawi	0:11	15
Australia	0:59	257	Malaysia	0:21	21
Austria	0:36	84	Mali	0:15	4
Bahamas	0:24	28	Malta	0:12	9
Bahrain	0:17	12	Mauritania	0:13	4
Bangladesh	0:06	1	Mauritius	0:19	5
Barbados	0:11	17	Mexico	0:45	109
Belgium	0:34	76	Monaco	0:15	8
Belize	0:12	10	Morocco	0:22	37
Benin	0:06	4	Mozambique	0:09	9
Bermuda	0:15	28	Nepal	0:27	10
Bhutan	0:19	6	Netherlands	0:36	161
Bolivia	0:29	16	Netherlands Antilles	0:14	8
Botswana	0:09	6	New Zealand	0:36	137
Brazil	1:01	148	Nicaragua	0:28	25
British Virgin Islands	0:07	11	Niger	0:14	5
Burma	0:04	1	Nigeria	0:30	53
Cameroon	0:05	53	Norway	0:30	97
Canada	1:55	415	Oman	0:18	22
Cayman Islands	0:12	9	Pakistan	0:25	50
Central African Republic	0:15	8	Panama	0:07	6
Chad	0:09	5	Papua New Guinea	0:24	7
Chile	0:48	85	Paraguay	0:28	16
People's Republic of China	0:38	213	Peru	0:15	38
Colombia	0:28	51	Philippines	0:15	19
Congo	0:16	18	Portugal	0:33	57
Costa Rica	0:24	28	Puerto Rico	0:36	53
Cyprus	0:11	21	Qatar	0:15	30
Denmark	0:56	66	Romania	0:36	127
Djibouti	0:13	3	Rwanda	0:05	6
Dominican Republic	0:31	25	San Marino	0:21	19
Ecuador	0:23	12	Saudi Arabia	0:26	24
Egypt	0:26	140	Senegal	0:26	24
El Salvador	0:35	12	Seychelles	0:10	10
Equatorial Guinea	0:07	2	Sierra Leone	0:20	12
Fiji	0:12	32	Singapore	0:20	5
Finland	0:20	127	Solomon Islands	0:10	4
France	0:51	258	Somalia	0:08	7
Gabon	0:15	6	Spain	0:51	185
Gambia	0:18	12	Sri Lanka	0:13	4
Federal Republic of Germany	1:10	408	Sudan	0:15	16
Ghana	0:22	37	Surinam	0:12	6
Great Britain	1:31	357	Swaziland	0:11	13
Grenada	0:09	12	Sweden	0:43	147
Guatemala	0:14	25	Switzerland	0:42	198
Guinea	0:10	2	Syria	0:17	9
Guyana	0:17	11	Chinese Taipei	0:37	61
Haiti	0:09	6	Tanzania	0:18	25
Honduras	0:21	15	Thailand	0:33	49
Hong Kong	0:24	47	Togo	0:23	6
Iceland	0:20	28	Tonga	0:11	2
India	0:12	61	Trinidad and Tobago	0:16	17
Indonesia	0:19	18	Tunisia	0:26	28
Iraq	0:17	25	Turkey	0:28	48
Ireland	0:22	80	Uganda	0:18	26
Israel	0:29	32	United Arab Emirates	0:14	8
Italy	1:12	416	Uruguay	0:43	21
Ivory Coast	0:14	19	Venezuela	0:32	26
Jamaica	0:33	39	Virgin Islands	0:27	36
Japan	1:02	237	Western Samoa	0:13	8
Jordan	0:13	13	Yemen Arab Republic	0:17	2
Kenya	0:22	55	Yugoslavia	0:56	155
Korea	0:46	115	Zaire	0:15	3
Kuwait	0:26	25	Zambia	0:13	18
Lebanon	0:32	23	Zimbabwe	0:10	14
Lesotho	0:06	4	United States of America	2:59	589



18

director were connected through radio communications as were many of the placard bearers. Once a problem was identified, the spotters notified the director who in turn made a decision regarding appropriate action and informed the responsible parties. No actions were authorized by anyone other than the field director. This process prevented duplication of efforts and allowed decisions to be made by one person who had an understanding of the total effort.

It took a total of one hour, 22 minutes for the delegations from 140 countries to march into the Coliseum and take their places on the infield. The placard bearers and individual team flagbearers were instrumental in leading the delegations to the correct place on the field. Especially warm and enthusiastic welcomes were given to the delegations from People's Republic of China, Romania, Yugoslavia and the United States of America.

With the athletes present on the field, it was time to declare the Games officially open. LAOOC President Ueberroth welcomed the athletes to Los Angeles and then introduced IOC President Samaranch, who in turn invited U.S. President Reagan to open the Games officially.



19

18 Aides keep athletes in order during the walk from the Sports Arena to the Coliseum for the Opening Ceremonies.

19 Athletes from Jordan wave to the crowd.

Ceremonies

The text of Ueberroth's speech was as follows:

"President, honored guests, ladies and gentlemen.

"It's been said, before you stands the finest group of young men and women ever to assemble in the history of sport. They represent the best that this world has to offer. They represent the best hope for the future of mankind. One hundred forty different nations gather here today to honor their own countries, and at the same time to honor the Olympic Movement. In a few minutes the Olympic torch will enter the stadium and the Games of the XXIIIrd Olympiad will begin. We at the Los Angeles Committee had a new idea, an idea to carry the flame on the longest route in the history of the Olympics. It began in the great and wonderful city of New York, and went across this country to this historic site of the 1932 Olympic Games. Rather than go on a straight line, we thought it best to wander up and down and criss-cross this country to most major cities and most small communities. The success of this torch run has exceeded our fondest dreams. Millions and millions of our fellow Americans stood by along the roadsides, cheering the runners and thereby becoming part of the Olympic Movement. These Americans had two messages to give to the world. The first is an enormous rekindling of pride in our own country, the United States of America. And more importantly, these millions and

millions of people turned out along the way to express a friendship and a love and a caring for all nations of the world. It was an outpouring of pride and love that was demonstrated by a people to ward an idea that through sport we can take an important step to ward world peace and understanding.

"As these Games are about to begin, we must thank the thousands upon thousands of people in Southern California who have dedicated years of their lives to make these a great Games for the athletes of the world. For you see, that's clearly our goal; we wish no political statement. We wish only to show hospitality and friendship, and through these efforts make a better world if we can.

"It's now my pleasure to introduce His Excellency, Mr. Juan Antonio Samaranch, President of the International Olympic Committee, to whom I extend the warmest welcome."

The text of Samaranch's speech was as follows:

"Here we are, once again in Los Angeles, where 52 years ago we celebrated the Games of the Xth Olympiad.

"Today, however, our family is much larger. A record score of 140 National

Olympic Committees are taking part in these Games. We are proud to say that a great many of the finest youth in the world are present with us in this historic Coliseum. May I extend a warm welcome to all the athletes and officials. I am sure that they will compete and participate in the true Olympic spirit of cooperation, understanding and friendship without any political influence. Nevertheless, our thoughts also go to those athletes who have not been able to join us. On behalf of the Olympic Movement, I would like to thank the City of Los Angeles, "El Pueblo Nuestra Senora la Reina de Los Angeles," as it was originally called, the State of California, and the entire nation for receiving us with open arms. Our gratitude must also go to the Organizing Committee, and particularly to Chairman Paul Ziffren, President Peter Ueberroth, and also to the more than 50,000 volunteers who are giving so much for the success of these Games.

"Finally, I have the high honor to invite the President of the United States of America, President Ronald Reagan, to proclaim the Games of the XXIIIrd Olympiad in Los Angeles open.

"God Bless America."

Reagan, who became the first United States president in history to open an Olympic Games, called upon his formal acting experience and altered the traditional wording of the opening slightly to, *"Celebrating the XXIIIrd*

Olympiad of the modern era, I declare open the Games of Los Angeles."

Once the Games were officially declared open, only the raising of the Olympic flag remained before the longest torch relay in history was concluded with the running of a final lap and the lighting of the Olympic flame. The Olympic flag was brought into the Coliseum by former Olympians:

Name	Job
Richard Sandoval	escort
Dr. Sammy Lee	escort
Pat McCormick	escort
Wyomia Tyus	bearer
John Naber	bearer
Parry O'Brien	bearer
Al Oerter	bearer
Bruce Jenner	bearer
Bill Thorpe, Jr.	bearer
Billy Mills	bearer
Mack Robinson	bearer

The flag was raised to the traditional music of the *"Olympic Hymn"* which was written in 1896 by Spyros Samaras of Greece. Another traditional part of the ceremony was also observed as 4,000 homing pigeons were released from either end of the Coliseum to symbolize the spirit of



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20 The athletes and officials from Japan follow their flag into the Coliseum.

21 Athletes crowd Gina Hemphill as she carries the torch around the Coliseum track.

22 Rafer Johnson is the final torchbearer.

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23 United States President Ronald Reagan proclaims the Games of the XXIIIrd Olympiad open from the press box of the Los Angeles Memorial Coliseum.

24 Eleven Olympians carry and escort the Olympic flag.

25 The Olympic flag is raised at the east end of the Coliseum.

26 IOC President Juan Antonio Samaranch delivers his Opening Ceremonies address as LAOGC President Peter V. Ueberroth listens.



27

peace. As the pigeons flew away, the music written for the entrance of the torch, "The Olympian," began.

The entrance of the torch has traditionally been a highly emotional moment for athletes and spectators alike, especially since at most Games the name of the final torchbearer is a closely guarded secret. The light from the torch could be seen in the main tunnel of the Coliseum and the crowd cheered loudly as Gina Hemphill, granddaughter of Jesse Owens and one of two runners to run the first kilometer of the torch relay, entered the Coliseum to run the first lap around the track.

A problem arose as the members of the teams standing in the infield pressed forward to get a better look as the torch passed by. The ceremonies staff used the communications system to instruct the placard bearers to help get the team members back in their correct locations. However, the teams were not ushered back in time to prevent Hemphill from having to struggle through a crowd and at times having to slow to a walk.

After finally running around the track, Hemphill handed the torch to Rafer Johnson who ran up the steps of the peristyle stage. As Johnson climbed to the top of the permanent steps, the hydraulic slip-stair began to rise in front of him and he continued climbing the stairs until he reached the area directly

below the bottom of the archway. After standing on the top stair, Johnson reached up and touched the torch to a tube which allowed the flame to travel up to the Olympic rings, which then burst into flame. The flame then continued up the tube until it reached the top of the cauldron where the Olympic flame ignited to the cheers of an appreciative crowd. The problems Johnson experienced negotiating the steps during rehearsal never materialized during Opening Ceremonies, although it was evident that it took a great deal of physical effort to climb the staircase.

Once the torch was ignited, the flag bearers of each NOC formed a semi-circle around the speaker's podium, which was located on the field. Edwin Moses then took the competitors' oath on behalf of the athletes and Sharon Weber took the officials' oath.

As the flag bearers returned to their positions on the field, the 2,000 members of the multi-national group, dressed in their native costumes, entered the Coliseum and formed a ring around the athletes. At the same time, the members of the International



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27 Members of the multi-national group, all dressed in native costumes, form a circle on the Coliseum track around the athletes.

28 Hands are clasped as a celebration of international brotherhood during the Opening Ceremonies.

29 The spectators clasp hands at Opening Ceremonies as everyone sings "Reach Out and Touch".

Children's Choir took their places on the peristyle stage to sing "Ode to Joy" from Beethoven's Ninth Symphony. As "Ode to Joy" concluded, a young singer, Vicki McClure, stepped forward on the stage to sing "Reach Out and Touch." Simultaneously, the lyrics of the song were displayed on the matrix scoreboard while video tape of people from around the world joining hands was shown on the video scoreboard. Before McClure could instruct the spectators and athletes to join hands, groups of people who had already been swept up in the emotion of the moment joined hands and began to sing along. By the end of the song, more than 180,000 hands had clasped together to celebrate a moment of international brotherhood. Although the athletes were supposed to leave the field after the finale, many stayed behind to continue dancing and singing. Finally, by 2000 hours most of the athletes boarded buses and were on their way back to the villages.

8.03 Closing Ceremonies

8.03.1 Concept and early development

While the Opening Ceremonies were produced to provide a majestic, emotional experience to start the Games on a positive, inspirational note, a totally different atmosphere was desired for the Closing Ceremonies.

It was felt that by the time the competition phase of the Games ended, the athletes' mood would be one of wanting to have fun rather than inspiration. With that thought, the ceremonies staff set out to produce a show full of fun and surprises—a reward to the athletes for a job well done.

The planning for both the Opening and Closing Ceremonies was done at the same time which caused the Closing Ceremonies to take a back seat on occasion. Because a large portion of staff efforts had to be concentrated on planning the Opening Ceremonies—if only because they occurred first on the schedule—the staff divided the planning of Closing Ceremonies into two parts. The first part consisted of all tasks that could not be accomplished in the two weeks following the Opening Ceremonies. Those tasks were given priority and scheduled for completion as necessary. The remaining tasks which could be completed during the two weeks of Games' competition were put on hold until then.

The Closing Ceremonies program was then divided into four parts for planning purposes: the prelude, the marathon, formal ceremonies and the celebration.

8.03.2 Development of the actual plan

The actual development of the Closing Ceremonies script was much simpler than the Opening Ceremonies. From the start, the ceremonies staff wanted the focus of the program to be a spaceship. They also wanted to utilize the enormous technical resources available in Hollywood. In direct contrast to the policy set for Opening Ceremonies, a big name entertainer was used to say "thank you" to the athletes.

Like the Opening Ceremonies, major portions of the Closing Ceremonies program were dictated by the 1978 provisional edition of the Olympic Charter and by the fact that the end of the men's marathon would be held in the Coliseum. Those portions of the show were fairly easy to plan.

The prelude was designed to set the stage for the conclusion of the men's marathon. The staff invited seven previous marathon medal winners to attend the Closing Ceremonies as honored guests and planned to introduce them to the audience. In addition, the staff planned to utilize the two Coliseum scoreboards to allow ceremonies spectators to keep up with the progress of the marathon participants through video of the leaders and a leader board showing times and placings.

Two awards ceremonies were also planned. Following the marathon awards presentation, the medals for the equestrian individual jumping competition were awarded, since the event was held on the same day.

The third section of the show, the formal ceremonies, were dictated by the charter. The charter states that the following order be followed:

- Flag bearers of the participating NOCs march into the arena single file behind the country placard bearers.
- Six competitors from each delegation march in the ceremony without distinction of nationality.
- Flag bearers form semicircle behind rostrum.
- President of IOC proceeds to the foot of the rostrum.
- Greek national anthem is played.
- Greek flag is raised.
- Host country's flag is raised.
- National flag of next organizing committee is raised.
- President of IOC declares Games closed.
- Olympic flame is extinguished.
- "Olympic Hymn" is played as Olympic flag is lowered.
- A five gun salute is sounded.
- Placard bearers, flag bearers and competitors exit.

The LAOOC requested several changes in the program which the IOC granted. The first was to move the extinguishing of the torch to the last part of the charter-mandated portion of the ceremony. The second change was to present an

entertainment portion of the ceremonies after the extinguishing of the torch. In addition, the Antwerp flag exchange to the next organizing city was added to the program for the first time.

Once the IOC granted permission to use the Antwerp flag exchange in the Closing Ceremonies, its proper place in the program had to be determined. The exchange was placed after the raising of the flags from Greece, the United States and Korea. The president of the IOC and mayors of Los Angeles and Seoul were invited to participate in the exchange as were the chairman and executive vice president/general manager of the LAOOC.

After the exchange of the flag, a demonstration of cultural elements from Los Angeles and Seoul was planned.

With the basics of the prelude, marathon and formal ceremonies in place, only the celebration portion of the ceremonies remained. The basic idea was to present something that had never been done before and then stretch the concept to its furthest extreme. Director Tommy Walker had used a small spaceship in a previous show, so it was decided to build one bigger and better. To add to the outer-worldly atmosphere, the staff decided to use a laser light show and an "alien creature."

During the planning of the Closing Ceremonies, the LAOOC was contacted by Union Carbide Corporation with an offer for the use of 90,000 flashlights. The offer was accepted and it was decided to have the audience use the flashlights to "contact" the spaceship. To signal the spaceship, the flashlights were equipped with a blue, red and clear plastic strip that could slide across the light to change the projected color.

In the spirit of producing a spectacular show and taking each element to its limits, the LAOOC planned an enormous fireworks display. The fireworks, 3,000 of which were donated, were used to pay tribute to each of the host cities of the modern Games.

Finally, all that remained in the basic planning was the choice of an entertainer. In spring 1984, Wolper attended a charity benefit where Lionel Richie performed his popular song "All Night Long" accompanied by break-dancers. He was struck by the fact that nothing he had seen came close to projecting the power of that particular song as well as projecting a party-like atmosphere. Richie was asked to rewrite the lyrics of his song especially for the Closing Ceremonies. The idea of using break-dancers during Richie's number was also quite appropriate

since break-dancing originated in the streets of the United States and was just gaining exposure in countries outside of the United States.

8.03.3 Formation of the cast and gathering of the technical elements

The formation of the cast for Closing Ceremonies was infinitely simpler than that for Opening Ceremonies. The marching band, orchestra, choir, placard bearers and tall flags unit were utilized from Opening Ceremonies. The additions to the cast for the Closing Ceremonies were the Dance Theatre of Harlem, the Seoul City Dance Theatre, an "alien," Lionel Richie and 300 break-dancers.

The two additions which required the LAOOC to search for performers were the "alien" and the break-dancers. An exceptionally tall person was needed to play the part of the alien so that with the addition of the appropriate costume, the alien would appear much larger than life. The search resulted in a seven-foot eight-inch local resident playing the part of the alien.

The search for break-dancers proved almost as easy. The ceremonies staff placed advertisements in local neighborhood newspapers asking for break-dancers to attend tryouts at specified times and locations. The LAOOC asked recognized specialists in the area of break-dancing to serve as judges for the tryouts which easily produced the required number of performers.

The gathering of the technical elements for the Closing Ceremonies, however, was as difficult or more so than gathering the cast for the Opening Ceremonies. The first priority of the Ceremonies Department was designing a workable spaceship. The LAOOC contracted with a firm to produce the original design and build a prototype spaceship. However, the firm was not able to complete the project which resulted in a second firm taking over just weeks before the Closing Ceremonies.

The LAOOC contracted with a San Francisco production firm to build the center stage which was designed by the ceremonies art director. The stage was a complicated multi-level structure that housed all the physical elements which made Lionel Richie's "All Night Long" number so spectacular. Included in the stage were provisions for Dancing Waters, pyrotechnics, an orchestra pit, liquid nitrogen smoke effects tanks, pools of water and lighting panels.

Four special four-column light towers were brought in to produce theater-quality lighting. Although the Coliseum stadium lights could have been used, the show required the dramatic effects that could not be achieved without the special lighting.

Ceremonies

The props and wardrobe crew was responsible for assembling the flashlights which were distributed to each spectator. The flashlights, which came packed in boxes, needed to have batteries placed inside and also needed to have the three-colored plastic strip attached. Once the flashlights were assembled, the props crew placed them in plastic bags to ready them for spectators. The volunteer crew also passed out the flashlights prior to Closing Ceremonies.

The fireworks used in the tribute to each of the previous Olympic Games' host cities were donated to the LAOOC by the Japan Shipbuilding Industry Foundation. The lighting of the fireworks and the playing of the accompanying music were coordinated by a computer.

Costume fitting for Closing Ceremonies staff was handled at the design center using the same procedures used for Opening Ceremonies staff. The alien's costume was created by the same artist who created the costumes for the futuristic epic movie *"Star Wars."*

8.03.4 Rehearsal and training

Immediately after the completion of the Opening Ceremonies, rehearsals and final planning for the Closing Ceremonies kicked into high speed. Not only did details surrounding the

Closing Ceremonies need to be completed, but also much of the major work was undone. The spaceship, which was the focal point of the show, was still untested.

The LAOOC rented a vacant high school for use as the rehearsal site for Closing Ceremonies. While much was still undetermined regarding the format of the Closing Ceremonies just weeks before the performance, one fact was inescapable. Whatever occurred at the Coliseum during the ceremonies would be directly affected by the fact that all major technical elements had to be installed within a short 18-hour period between the completion of athletics and the start of the ceremonies.

One of the biggest problems facing the technical crew was the assembly of the complex center stage and the focusing of the lights on the four large lighting towers. To practice this massive undertaking, approximately 300 crew members were utilized to assemble and disassemble the stage on three different occasions. The first rehearsal, which took place at Aviation High School in Manhattan Beach three weeks before the Closing Ceremonies, put into perspective the undertaking at

hand. The stage and lighting sequence took 20 hours to complete, a couple of hours too long. The rehearsal was complicated by the fact that lighting at Aviation was inadequate for a night-time rehearsal, therefore, the rehearsals were conducted during the day. This made practicing adjustment of the lights in the four lighting towers an impossible task. The second and third attempts at putting the stage and lights together resulted in trimming four hours off the initial effort and gave the crew confidence that they could accomplish the task of transporting the equipment and installing it in time for the ceremonies.

The other major worry was the construction and successful testing of the spaceship. The first prototype measured 50 feet, 2 inches in diameter, weighed 3,689 pounds and had a fabric covering which hid the interior structure. The idea was for a helicopter to lift the spaceship into the air where it could be flown to the edge of the Coliseum in view of the spectators. To hide the fact that the spaceship was being lifted by a helicopter, two escort helicopters accompanied the spaceship to account for the noise, the lift helicopter was painted black and all lights in the Coliseum were turned off.

On the first test flight, which occurred in a deserted field just nine days before the Closing Ceremonies, the helicopter lifted the spaceship into the air only to have it collapse two minutes into the

flight. The collapse was caused by some of the welds breaking on the connecting structure and provoked the staff to dub the maiden voyage of the spaceship "the flight of the aluminum taco."

Despite initial disaster, the design crew felt it gave them an opportunity to build a better spaceship. In a matter of days, the second test flight was under way. The covering which had formed a skin over the structure was removed. During the original flight the force of the helicopter rotor draft caused the covering to billow on one side, which not only made the spaceship look unrealistic, but contributed to the collapse of the interior structure. The final design of the ship consisted of nothing more than a generator and trusses which were augmented with strobes, pulsating lights, reflectors, prisms and a search light. The lights placed on the outer rim of the spaceship were computer programmed to light sequentially, giving the appearance of movement to the lights. The lights were controlled by a box which was operated by a passenger in the lift helicopter.

Once the rehearsal of the spaceship flight moved from the deserted field to



the Coliseum, the ceremonies staff had to deal with a whole new set of problems. Because the athletics competition was under way and because U.S. Federal Aviation Administration (FAA) regulations prohibit flight paths passing over people, the rehearsals were held at midnight. The noise created by several helicopters provoked complaints from families living near the Coliseum who were trying to sleep.

The spaceship continued to experience problems during the test flights. The central generator, which was equipped with elaborate computer controls, functioned well on the ground but experienced complete failure when blasted by the rotor draft from the helicopter. The test crew stripped the generator to the bare essentials which ended the problems. Just 20 hours before the performance, the crew successfully tested the spaceship twice.

With the successful testing, there was one other major concern about the spaceship's flight—the weather. On one night during rehearsals, a light fog developed in the Los Angeles area, causing two problems. First, the FAA has established rules regarding flight ceiling levels during fog. If the fog was heavy, the lift helicopter would not be high enough to allow spectators to view the spaceship. If the fog was light enough for the spaceship to be allowed

in the air, the ambient light in the area would be reflected by the fog, thus revealing the structure of the spaceship. Consequently, it was hoped that clear skies would prevail.

The rehearsals of the cast were conducted throughout the two-week period between Opening and Closing ceremonies. A dress rehearsal was conducted at Aviation High School since it was impossible to schedule any rehearsals in the Coliseum. Once the main stage was constructed at the Coliseum, Lionel Richie was able to rehearse briefly before spectators were allowed to enter.

8.03.5 Installation of the physical elements

As soon as the athletics competition concluded at the Coliseum, preparations began for the Closing Ceremonies. A total of two-and-one-half acres of plywood was placed over the Coliseum track to protect it from trucks driven into the Coliseum to deliver the stage and lighting equipment.

Prior to the end of athletics competition, the Closing Ceremonies stage had been broken down into its modular units and packed into forty-six 22-foot

flatbed trucks. At approximately 2100 hours, a total of 60 trucks traveled 16 miles from Aviation High School to the Coliseum in a two-mile long caravan. The caravan was assisted by ground and air police escorts.

A ground cloth was laid on the Coliseum infield to designate where each piece of equipment should be placed. The trucks entered the Coliseum on a specific schedule and each truck was numbered to aid entry in the proper sequence. Since the final installation of the stage was the fourth time the crew put the stage together, the construction proceeded without any major problems.

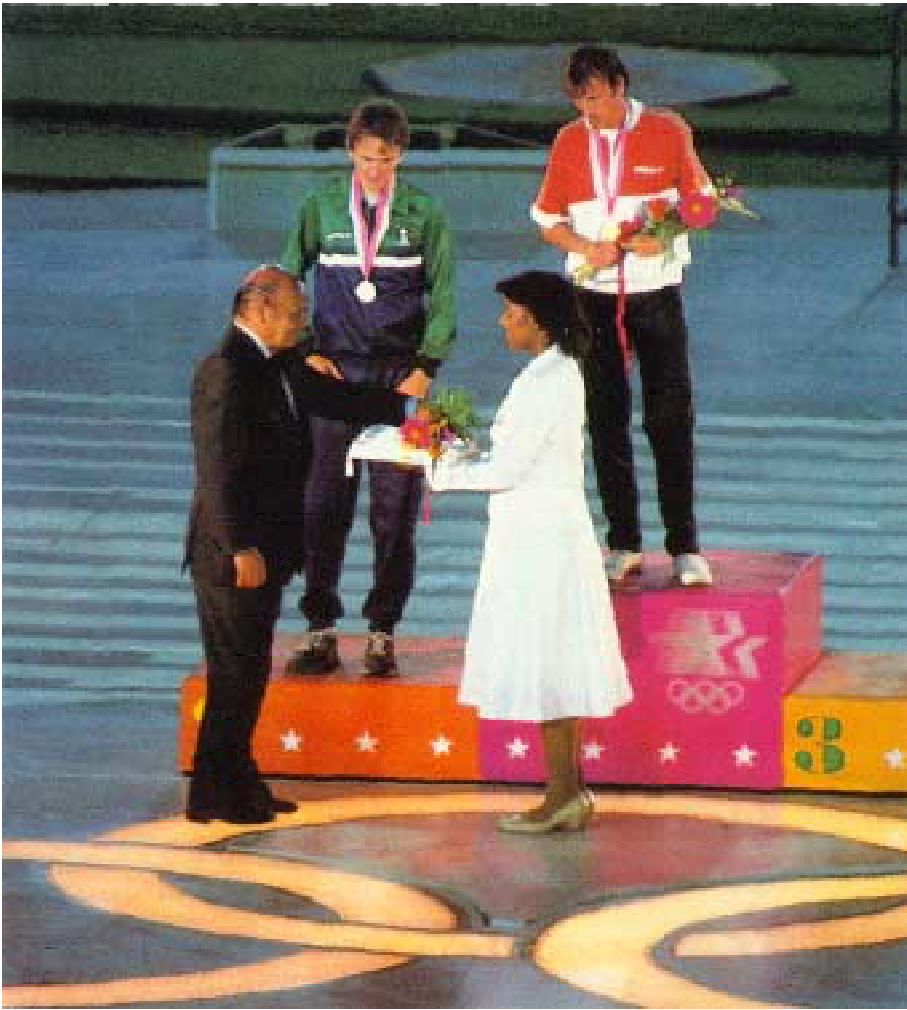
The installation crew for the four lighting towers encountered problems early in the process. The staff needed three-phase power to erect the lighting towers and planned to utilize four large transformers which were located on the field. However, the Coliseum staff had hooked some generators into the main line that fed the transformers without notifying anyone. When the installation crew hooked up to the transformers, expecting 400 volts of power, they got only 120 volts per phase. The lines were traced, generators found and bypassed. As a result, the lost time caused the focusing of the lights to run late. The lights had to be focused before dawn to achieve the proper effect and was barely finished as the sun rose. The focusing crew was also

delayed because of overcrowded frequencies on the radio communications system. The focusing crew had planned to rely heavily on the radios to communicate from tower to tower for coordination but often could not hear one another or could not break into other conversations.

The other major installation projects for Closing Ceremonies occurred at the peristyle. The main concerns of the lighting crew were providing a dramatic effect at the base of the torch for the trumpeters and alien, simulating the landing of the spaceship by providing bright, flickering lighting behind the peristyle and outlining the peristyle with frontal lighting. The lights used for the simulation of the spaceship landing were heavy concentration, high-candlepower lights that produced a flickering sensation when manual shutters were operated in front of them. For the front lighting, 32 light bars with blue and pink lights were used to produce a soft image that blended well with the 90,000 blue flickering flashlights. The laser lights were installed at the top of the peristyle as were two spotlights which were used to light the Olympic flag.

30 Workmen reassemble the stage on the floor of the Coliseum for Closing Ceremonies.





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31 IAAF President Primo Nebiolo gets set to present a men's marathon award.

32 Athletes break ranks during Closing Ceremonies.

Other elements installed at the Coliseum for Closing Ceremonies were three fenced areas, two for the fireworks display and one to hide the spaceship. One fireworks compound was a 60-foot by 60-foot area north of the peristyle. The second compound was located on the Figueroa Street "finger" and was 60 feet by 250 feet. A fabric-covered fence 120 feet by 150 feet was constructed in front of the Sports Arena for the spaceship.

In a period of 16 hours, the ceremonies construction crew laid 10 miles of electrical cable, installed more than 4,000 lighting elements, laid more than two-and-one-half acres of plywood on the track, installed a 180-foot wide multi-level stage with accompanying special effects and utilized hundreds of thousands of square feet of timber and scaffolding.

8.03.6 Staging and performance of the Closing Ceremonies

The Coliseum was opened to spectators at 1700 hours. Each spectator was given a plastic bag which contained a flashlight as they entered. Over the next two hours, spectators entered the Coliseum and watched the progress of the men's marathon on the large video scoreboard on the peristyle.

At 1845 hours, the prelude to the Closing Ceremonies began with a short fanfare and the introduction of seven former marathon medalists. They were:

- Kee Chung Sohn (KOR) gold medalist in Berlin, 1936
- Reinaldo Gorno (ARG) silver medalist in Helsinki, 1952
- Alain Mimoun (FRA) gold medalist in Melbourne, 1956
- Barry Magee (NZL) bronze medalist in Rome, 1960
- Basil Heatley (GBR) silver medalist in Tokyo, 1964
- Kenji Kimihara (JPN) silver medalist in Mexico City, 1968
- Frank Shorter (USA) gold medalist in Munich, 1972, and silver medalist in Montreal, (1976)

At 1907 hours, Carlos Lopes of Portugal was the first marathon participant to enter the Coliseum, while 200 meters back were John Treacy of Ireland and Charles Spedding of Great Britain.

Lopes' winning time of 2:09.21 broke the Olympic record of 2:09.55 set in 1976 by Waldemar Cierpinski of the German Democratic Republic. Treacy finished second, while Spedding finished third. Seventy-eight runners finished the marathon, with the last runner entering the Coliseum at 1952 hours.

The medal ceremony for the marathon followed approximately 10 minutes after the conclusion of the race as IOC

President Samaranch, assisted by IAAF President Primo Nebiolo, presented the medals.

Ten minutes after the marathon medal ceremony, the medals for the equestrian individual jumping competition were presented. Presenters were IOC Honorary Life President Lord Killanin and Federation Equestre Internationale Secretary-General Fritz Widmer. The medal winners were Joe Fargis (USA), gold medal, Conrad Homfeld (USA), silver medal and Heidi Robbiani (SUI), bronze medal.

Ten minutes later, the Olympic marching band and the orchestra filed into the stadium followed by the parade of national flags and the entrance of the athletes.

The Olympic Charter stipulates that, "...six competitors of each delegation who came to participate in the Games shall march, eight or ten abreast, without distinction of nationality united only by the friendly bonds of Olympic sport." However, several days before the Closing Ceremonies, the LAOOC asked the IOC to waive that provision since thousands of competitors (many more than expected) still remained in Los Angeles. This was necessary because the LAOOC did not have enough seats reserved in the Coliseum for all the athletes who remained. Moreover, it was feared that since so many athletes remained, they would climb over the walls that separate the seating and infield areas to join their teammates. While not concerned with athletes climbing over the walls, the LAOOC was afraid that spectators would follow the rush of athletes. The IOC agreed to allow all the athletes to march in Closing Ceremonies.

The march of athletes took much longer than planned since many of the athletes broke ranks and exuberantly ran around the track waving flags and celebrating. The Coliseum announcer repeatedly asked the athletes to return to the infield but it took 28 minutes to clear the track before the rest of the program could proceed.

Finally, the flags of Greece, the United States and Korea were raised as each of the three countries' national anthem was played. The Antwerp flag exchange followed, the first time the exchange had been made during the Closing Ceremonies. IOC President Juan Antonio Samaranch, Los Angeles Mayor Tom Bradley, Seoul Mayor Bo Hyun Yum, LAOOC Chairman Paul Ziffren and LAOOC Executive Vice President/General Manager Harry Usher participated in the exchange.



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Following the exchange, the Seoul City Dance Theatre performed a traditional Korean folk dance, "Buchae-Chum" and the Dance Theatre of Harlem performed the finale of George Balanchine's "Stars and Stripes Ballet".

The formal ceremonies neared their conclusion as LAOOC President Ueberroth, who received a long standing ovation when he was introduced, presented his closing remarks.

The following is the text from Ueberroth's speech:

"To all the Olympians who have participated here, please accept our gratitude and heartfelt thanks. At the Opening Ceremony, we said that you were the finest group of athletes ever assembled and you proved that to be true before the eyes of the world.

"More people around the world watched your efforts and your struggles than any event in the history of mankind.

"We thank you for the opportunity to host you and to be the stagehands supporting your efforts.

"On behalf of the millions of Americans who stood by the roadside and watched the torch, and on behalf of a world record number of the finest and most gracious sports fans from around the world who watched these Games in person, thank you for the chance to serve you and to offer friendship and hospitality.

"Our hope for the future is that all the athletes who have competed here will maintain their new friendships and, as your true victory lap of these Olympic Games, go forth as ambassadors of peace and goodwill throughout the world.

"If somehow we have brought the world just a little bit closer together,

then we have, indeed, staged a successful Olympic Games. And, in a small way, perhaps we have secured a better future for all the children of the world."

Ueberroth then introduced IOC President Samaranch who presented Ueberroth with the Olympic Order in Gold and then officially declared the Games of the XXIIIrd Olympiad closed.

The text of Samaranch's speech was as follows:

"In the name of the International Olympic Committee I should like to extend our deepest gratitude to President Ronald Reagan, the people of the United States of America, the State of California, the Friendly City of Los Angeles and especially to its Mayor, Tom Bradley.

"May I express our greatest appreciation to the tens of thousands of volunteers whose contribution has permitted the perfect staging of these Games.

33 A traditional Korean dance production at Closing Ceremonies honored the Games of the XXIVth Olympiad in Seoul, Korea.



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34 A spaceship makes a dramatic entrance at Closing Ceremonies.

35 A spaceship hovers over the Coliseum during Closing Ceremonies.

"Our most special thanks go to the Los Angeles Olympic Organizing Committee, chaired by Paul Ziffren and presided by Peter Ueberroth. Their constant efforts, dedication and wisdom have enabled all of us to experience sixteen wonderful days of sport, peace and friendship under the Olympic flame. We also extend our thanks to the twenty-three International Olympic Sports Federations and the one hundred and forty National Olympic Committees for their unfailing support in the Los Angeles Games.

"We thank all the sports officials, the members of the mass media, the enthusiastic spectators and most of all, you, the athletes who have competed against each other with pride and brotherhood for the glory of sport.

"On behalf of the International Olympic Committee, I am very honored to

present to President Ueberroth the Olympic Order in Gold as an expression of gratitude of the entire Olympic Movement.

"I now declare the Games of the XXIIIrd Olympiad in Los Angeles closed and in accordance with our tradition, I call upon the youth of the world to assemble four years from now in Seoul, Republic of Korea, in order to celebrate with us the Games of the XXIVth Olympiad."

As the lights in the Coliseum grew dark, two spotlights highlighted the Olympic flag as it was lowered and carried out of the Coliseum through the peristyle. Actor Richard Basehart read the words of Pindar, which were written for the original Delphic Games, to an eerily hushed audience:

*Creatures of a day...
What is someone?
What is no one?
Man is merely a shadow's dream..
But when God-given glory comes upon him in victory..
A bright light shines upon us and our life is sweet..
When the end comes, the loss of flame brings darkness.
But his glory is bright forever.*

Shortly after, the Olympic flame grew smaller and then was extinguished as the audience uttered a collective cry of disappointment that the Games finally had come to a conclusion.

The disappointment was short-lived as the audience was instructed to place the blue filter in front of the bulb of their flashlights and turn them on. The Coliseum was transformed into a sea of blue, star-like, twinkling lights that caught the stunned audience by surprise. Then the sound of helicopters was heard and two appeared on the peristyle perimeter followed immediately by the sudden appearance of a large, flashing spaceship. A four-minute sequence occurred in which lights flashed from the infield stage to communicate with the spaceship. The spaceship in turn flashed its lights as if to reply. As suddenly as it appeared, the spaceship disappeared and "landed" behind the peristyle. Bright, flickering lights shone through the peristyle arches and smoke billowed out as well. A burst of light pierced the darkness as the laser lights mounted on top of the peristyle shot blue-green lights across the Coliseum. Spotlights then focused at the base of the torch and out of the darkness stepped an "alien" who proclaimed, "I've come a long way because I like what I've seen."

Within moments after the alien disappeared back into the darkness, a 30-minute fireworks display saluted the previous Olympic host cities. The fireworks and the accompanying music that captured the spirit of each of the previous host cities were coordinated through the use of a computer. The fireworks served as a prelude to more fireworks, water fountains and fog that erupted from the center stage as Lionel Richie and 300 break-dancers took the stage for a specially rewritten nine-minute version of the song "All Night Long." Many of the athletes and spectators were caught up in the enthusiasm of the performance and danced and sang along. After Richie's number, a final burst of fireworks occurred and the Games were officially over. Many athletes stayed on the infield to celebrate and dance on the stage; however, they were asked to leave the stage since it was not constructed to hold excessively large numbers of people.

Finally, the athletes and crowds began to leave the Coliseum as the city of Los Angeles said a final goodbye to the world with the words on the video scoreboards, "We'll See You in Seoul."

8.04 Award ceremonies

The Awards Department was originally a part of the Ceremonies Department which was also responsible for the production of Opening and Closing Ceremonies. However, in January 1984, a separate Awards Department was created to allow both ceremonies and awards to receive proper attention.

The Awards Department was responsible for producing 229 different awards ceremonies in 15 days at 26 different sites and training the staff members needed to produce those ceremonies. In addition, the department was responsible for coordinating the design and production of all charter-mandated Olympic, demonstration sport, exhibition event and commemorative medals as well as charter-mandated certificates and diplomas.

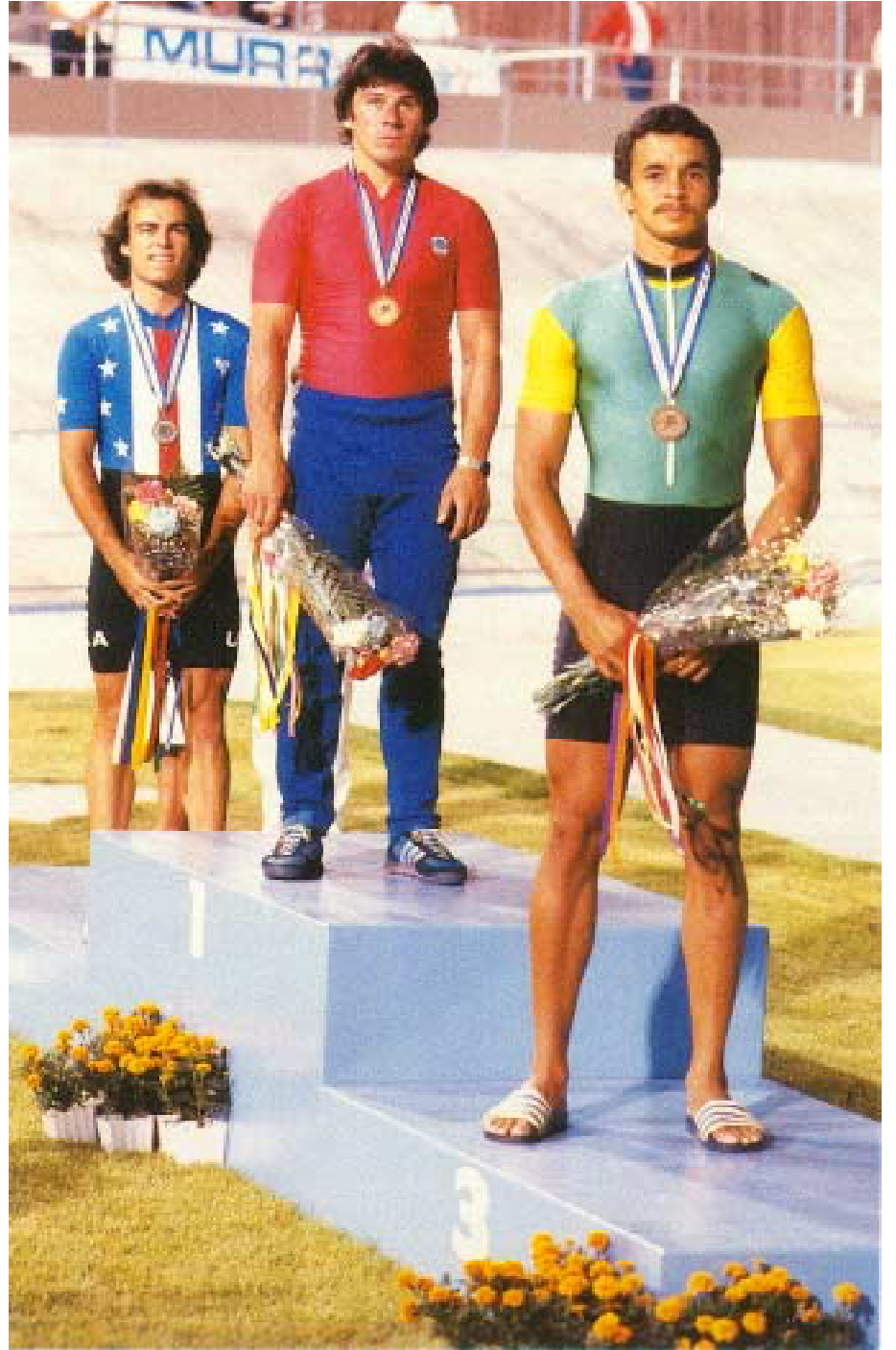
8.04.1 Awards protocol required by the Olympic Charter

Many of the Awards Department's duties were governed by rules set forth in the 1978 provisional edition of the Olympic Charter. The script for each venue awards ceremony was produced by the Awards Department using the following text from Rule 64 as its guideline:

"The medals shall be presented during the Games by the President of the IOC (or a member selected by him), accompanied by the President of the IF concerned, if possible immediately after the event at the place where the competition was held and in the following manner: the competitors who have been judged first, second and third take their places, in their official uniform, on a stand in the stadium facing the stand of honour, with the winner slightly above the second who is on his right, and the third who is on his left. The flag of the winner's country shall be hoisted on the central flagpole and those of the second and third on adjoining flagpoles on the right and on the left, as they face the arena. Mean while the national anthem (abbreviated) of the winner's country is played, during which the three competitors and the spectators shall face the flags."

The design and production of the medals and certificates were also guided by the 1978 provisional edition of the Olympic Charter which states:

"The prizes at the Olympic Games shall be provided by the OCOG for distribution by the IOC. They consist of medals and diplomas. In individual events the first prize shall be a silver-gilt medal and a diploma, the second prize a silver medal and a diploma, and the third prize a bronze medal and a



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36 Cyclist medal winners during the LAOOC-sponsored 1983 cycling event.

Ceremonies

diploma. The medals must bear the name of the sport concerned and be fastened to a detachable chain or ribbon to be hung around the neck of the athlete. Diplomas but not the medals shall also be awarded for the fourth, fifth and sixth places. All participants in a tie for first, second and third places shall be entitled to receive a medal and diploma.

****Prize medals shall be at least 60 mm in diameter and mm thick. The first and second place medals shall be of silver of a fineness of at least 925/1000 and the first place medal shall be heavily gilded containing at least 6 grammes of pure gold.****

Additional pertinent parameters dictated by the charter were:

- All competitors and officials in the Games shall receive a diploma and a commemorative medal.
- Diplomas and commemorative medals shall be given to all non-competitors who are officially attached to Olympic teams and are recognized by the NOC of their country within the limits specified in Rule 40.
- The members of the IOC, the presidents and secretaries-general of the IFs recognized by the IOC who are present at the Games, as well as those officiating at the Games and officially appointed by the IOC shall also be given diplomas and commemorative medals according to scales fixed by the IOC.

8.04.2 Development of the awards program

The LAOOC originally asked Walt Disney Productions to produce all ceremonies for the Games and hired one staff member to coordinate plans and act as a liaison with Disney. In May 1983, the LAOOC hired a second person to plan the awards ceremonies for the LA83 pre-Olympic events since Disney did not have the time or the desire to produce those. In July 1983, when Disney no longer was associated with the ceremonies, it became necessary for the LAOOC to begin planning the production of the awards ceremonies.

The LA83 events were key in developing the final plans for the Games' award ceremonies. Although the LA83 events trained a staff that was in a planning rather than operational stage, the nine events, which were held from May 1983 to April 1984, allowed the awards staff to continuously modify and improve the plans for the individual sports awards ceremonies.

The awards staff began planning the Games' awards ceremonies by reading previous Olympic final reports, viewing video tapes of past Games and talking to ceremonies personnel from the Lake Placid Olympic Winter Games.

The detailed planning began in fall 1983 when the awards staff devised an awards ceremony schedule which took into consideration all the awards ceremonies produced at all the venues. This was done by going through the composite event schedule and estimating the times at which each final would conclude. Those times were sent to each sports commissioner with a request for corrections and revisions. After the schedule was revised, few changes occurred.

The Awards Department had the monumental task of verifying and securing the correct national anthems and flags for each of the participating National Olympic Committees.

The awards staff worked in conjunction with Pageantry World, the official flag consultant, to obtain the most current books that had pictures of flags displayed in them. The pictures were cut out and pasted both vertically and horizontally on a piece of paper. The appropriate display was sent to each NOC with a request that the page be returned with an approval or correction. Approximately 80 percent of the NOCs replied and the others were contacted again and encouraged to reply. Once the approved pages were returned, Pageantry World used them as examples to manufacture the flags.

To obtain the correct national anthems, the Awards Department sent a telex to each of the NOCs requesting a tape recording. However, unlike the

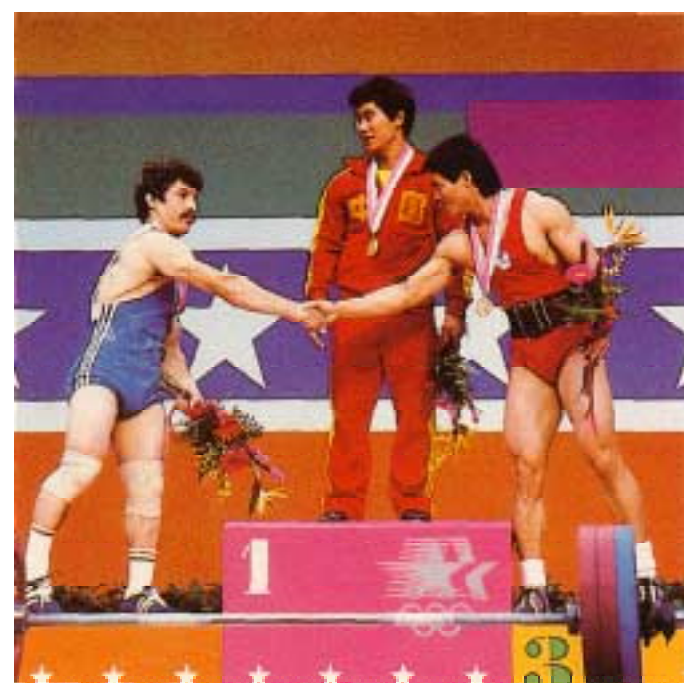
response for verification of the flags, the majority of NOCs did not reply. Therefore, the Awards Department relied on the U.S. Army Band, which already had a large portion of the anthems in its library, to provide the needed tapes. Those that were not in the library were obtained and verified through embassies.

Although the 1978 provisional edition of the Olympic Charter calls for abbreviated versions of anthems to be played, the LAOOC staff debated the issue throughout the planning stages. In June 1984, the LAOOC decided to play the full-length versions.

The final preparation regarding flags and anthems was the determination of the required numbers of each. The awards staff prepared a chart based upon the estimated participating countries for each sport, the maximum number of places athletes from each country could take and the number of days that award ceremonies would take place for that particular sport. The chart was used to determine the maximum number of flags needed on each day. Additional flags were ordered for a reserve. A total of 1,379 flags were produced.



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37 Fencing medalists receive their awards during ceremonies.

38 Weightlifters congratulate each other on the victory stand.

Much of the rest of the planning for the awards ceremonies was done in conjunction with nine other LAOOC support departments:

- Accreditation; responsible for providing multi-venue passes for the awards pages and trumpeters. Each page or trumpeter worked from one to four venues. Reserve staff could work at as many as 26 venues.
- Architecture and Construction; responsible for working with the awards staff to provide accurate models of each venue showing processional paths, staging locations and flag and podia locations. They also were responsible for designing and constructing a flag-raising apparatus at each venue.
- Ceremonies; provided trumpeters from the Olympic marching band to play at each venue awards ceremony. They also coordinated with the U.S. Army Band to obtain recordings of each NOC's national anthem.
- Design; coordinated the design and production of the Olympic, demonstration, exhibition and commemorative medals and the certificates and diplomas. Also determined the color scheme of the awards podia, medal ribbon and flower bouquets.
- Material Logistics; delivered the awards podia to appropriate venues on specified days.
- Olympic Family Services; worked with an IOC representative to designate the replacement IOC medal presenters in the event the president of the IOC was unable to attend the awards ceremony. Each venue's protocol representative worked with the International Sports Federation to arrange for the IF presenter.
- Sports; worked with awards personnel to designate and approve the processional path and the locations for the holding area, staging area, flag-raising devices and awards podia.
- Technology; provided a sound technician for duplicating national anthems and ordered sound equipment for the venues.
- Transportation; coordinated buses to transport awards ceremony staff from awards headquarters (Main Press Center) to each of the venues. Two vans, two motorcycles and two mopeds were available for emergency transportation.

Additional pre-Games planning included securing the use of a centrally located headquarters for the Games. In February 1984, the Awards Department obtained use of a portion of the

Los Angeles Convention Center's (Main Press Center) North Hall.

The acquisition of space at the Main Press Center was key in planning the dispatch of each of the awards teams. Because the Transportation Department based its press transportation system at the MPC, it was easy to supplement the system to provide efficient transport for the awards teams to each of the venues. The MPC also provided adequate work space and easy access to the Electronic Messaging System (EMS) terminals which were important in obtaining results for the calligraphers to prepare the athlete's diplomas.

Since the awards staff planned to store the medals at the MPC and send them to the venues with the awards team, it was necessary to arrange for an alarm system and safes. Other services planned for the Games included the use of a dry cleaning service that picked-up and delivered uniforms daily and an engraver who was on-call 24 hours per day. The engraver was necessary in case of a tie and was required to engrave the appropriate medal with the sport and event with a turnaround time of 24 hours.

One of the major goals of the Awards Department was to distribute all certificates, diplomas and medallions during the Games rather than mail them after the Games. Since the medallions were not personalized, they were distributed before the start of the Games. The certificates and diplomas were personalized, however, so the awards staff decided to distribute them through each NOC's chef de mission or envoy.

The awards staff devised a plan whereby the calligraphy staff obtained final results from the EMS terminals and then personalized the approximately 4,500 first through eighth place diplomas. The calligraphy supervisor was responsible for obtaining the results and distributing them among the staff. Each of the names was checked for correct spelling using a list provided by the Sports Department as a guide. Once the diplomas were completed, they were filed by country. At the end of the day, the diplomas were boxed, marked by country and taken to each village security package drop-off center for distribution to the NOC service center. Each NOC envoy was responsible for either distributing the diplomas or giving them to the chef de mission for distribution. The awards staff felt the key to this particular distribution plan was making the athletes aware of the procedure so they would know to contact their chefs if the chefs did not contact them.

The Awards Department also offered an auto-pen service to each of the signees of the athletes' certificates.

While it is customary for IOC and OCOG presidents to personally sign all diplomas given to first through eighth place finishers, each gratefully accepted the auto-pen service. Matrixes were made for each of the four signees, IOC President Juan Antonio Samaranch, LAOOC Chairman Paul Ziffren, LAOOC President Peter V. Ueberroth and LAOOC Executive Vice President/General Manager Harry Usher. Two staff members worked approximately 80 hours on the auto-pen machines to apply the signatures.

8.04.3 Design of the physical elements of the ceremonies

Physical elements, other than medals, which were necessary for the awards ceremonies included awards podia, flagpoles and flag-raising devices, flower bouquets, medal pillows and uniforms.

The awards podia were three-foot square boxes that were 24 inches high for first place and 12 inches high for second and third places. The podia were painted using three of the LAOOC's Look colors: magenta, vermillion and chrome yellow and had the numeral 1, 2 or 3 painted on the front to designate placing. The number of podia per awards ceremony was determined figuring two people could stand on each square.

The use of either a flagpole or flag-raising device depended upon if the venue was indoors or outdoors. Indoor venues utilized a mechanical horizontal flag-raising device with bars that were long enough to accommodate more than three flags in sports where a tie possibility existed. The flags were displayed vertically.

For outdoor venues, a 35-foot flagpole was used for first place and 30-foot flagpoles were used for second and third places. The arrangement of the poles corresponded with the arrangement of the awards podia.

The flower bouquets were designed to stay within the LAOOC's Look. The Los Angeles city flower, the bird of paradise, was used as the main stem and was combined with gerbers, orchids, lactrus and greenery. An arrangement that was appropriate for all athletes, male or female, was used.

The use of flower bouquets during the awards ceremonies was dictated by tradition in each of the particular sports. Each sports commissioner was consulted to determine if flowers were appropriate, and, if so, if they were appropriate for both men and women. The LAOOC provided flowers for ceremonies as follows:

Sport	Flowers?	Recipients
Archery	yes	M and F
Athletics	yes	F only
Wheelchair	yes	M and F
Baseball	yes	
Basketball	no	
Boxing	yes	
Canoeing	yes	M and F
Cycling	yes	M and F
Equestrian	yes	M and F
Fencing	yes	M and F
Football	yes	
Gymnastics	yes	M and F
Handball	yes	F only
Hockey	yes	F only
Judo	yes	
Modern Penthalon	yes	
Rowing	yes	M and F
Shooting	yes	M and F
Swimming	yes	M and F
Diving	yes	M and F
Synchronized Swimming	yes	
Tennis	yes	F only
Volleyball	yes	F only
Water Polo	yes	
Weightlifting	yes	
Wrestling	yes	
Yachting	yes	
Boardsailing	yes	

M = male F = female

The medal pillows were produced by an LAOOC licensee, Moochie's. The 12-inch by 16-inch pillows were approximately one inch thick and covered by white velvet. A total of 60 pillows were made.

There were several types of uniforms designated for awards staff. All ceremony pages received white tailored suits with men receiving white shirts and ties and women receiving aqua shirts. Flag raisers received an additional military-style jacket.

Other equipment utilized by the awards staff included a sound system that consisted of speakers, cart machine (tape deck), mixer, cassette deck and microphone. This equipment was set up by a sound technician but supervised by an awards staff member. Tapes that were provided for the awards ceremony included anthems, the "Olympic Hymn": "Los Angeles Olympic Theme", trumpet fanfare and a sound-check tape. All tapes at venues were stored in duplicate in case of breakage, distortion or loss.

Ten emergency uniform repair kits were available to assure that the awards team presented the proper image at all times. Included in the kit were safety pins, glue, a sewing kit, bandages, facial tissues, string, spot remover, hand mirrors and tape.



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**8.04.4
Fabrication of the medals**

The design and production of the medals was a long process that began in May 1983 and concluded with the delivery of the medals during the second week of July 1984.

In May 1983, the LAOOC signed a contract with Jostens, a leading manufacturer of commemorative rings, medallions and awards, to produce the charter-mandated medals, medallions and diplomas. Shortly thereafter, the first designs were produced for the gold, silver and bronze medals as well

as separate designs for the demonstration sports medals for baseball and tennis.

The first designs were just a prelude to a long process of designing and redesigning prototypes for approval by the LAOOC. In a December 1983 approval meeting, the LAOOC asked to have the medals redesigned. Dugald Stermer, a well-known designer and artist, was asked to take over the designing of the medals.



39 Silver, gold and bronze medals cast for the Games of the XXIIIrd Olympiad in Los Angeles.

40 Reverse side common to the three medals designed for the Los Angeles Games.



A Commemorative medal given to winners in the yachting exhibition sport of boardsailing.

B Commemorative medal given to winners in the athletics exhibition competition for wheelchair athletes.

C Medal given to the winners of the demonstration sport of baseball.

D Medal given to the winners of the demonstration sport of tennis.

E The reverse side common to all the medals given in the exhibition and demonstration sports.

A

B

C

D

E



A

B



C

D

A The obverse side of the medal designed for Olympic youth participation.

B The reverse side of the medal designed for Olympic youth participation.

C The obverse side of the medal given to youths for participation in pre-Olympic events.

D The reverse side of the medal given to youths for participation in pre-Olympic events.



A

B



C

D

A The obverse side of the commemorative medal designed as gifts for LAOOC staff, members of the media and special guests.

B The reverse side of the staff and media commemorative medal.

C The obverse side of the commemorative medal given to athletes and team officials attending the Games.

D The reverse side of the athletes' commemorative medal.



A

B

A The obverse side of the Sarajevo/Los Angeles Olympic Friendship medal.

B The reverse side of the Sarajevo/Los Angeles Olympic Friendship medal.



41

41 Women's springboard diving medalists stand at attention during the playing of the Canadian national anthem.

The medals for 1984 were an adaptation of the original design by Florentine artist Giuseppe Cassioli created for the 1928 Games in Amsterdam. The medals for the past three Olympic Games used versions of the Cassioli depiction of victory on the obverse (front) side of the medals but each had its own design on the reverse side. Stermer took into consideration the LAOOC's desire to respect as many long-standing Olympic traditions as possible, and returned to the full Cassioli design. At the 1932 Los Angeles Games, medals with both

sides depicting the Cassioli design were used and it was thought that a *Star in Motion* or stylized torch would not go well with the neo-classical Cassioli design on the front. Stermer chose the front of the 1932 medal and the back of the 1936 medal to serve as initial examples for the more refined medal he created.

The front side showed the Lady Victory with definition added to the background and more overall depth to the sculpting providing better perspective. The facial features were changed on nearly all the figures and on the design on the back of the medal, the faces and bodies were redrawn to suggest ethnic diversity and more accurate musculature.

Stermer's design required 100 hours of modeling time by Jostens' chief artist, Ray Standke, who moved his engraving table and tools home to devote his full attention to the project.

The completed medals actually exceeded the charter-mandated specifications for thickness and gilding. The medals were 60 mm in diameter and 4 mm thick. The first place medal was gilded with 6.5 grams of 24 karat gold.

Medals of a different design were created by Stermer for the top finishers in the demonstration sports of baseball and tennis and the exhibition sports of boardsailing and wheelchair competition. These medals were produced according to the same specifications as the other competition medals.

The design and production of the medal ribbon also underwent a great deal of scrutiny. Throughout most of the planning stages for the medals, the LAOOC decided to use ribbon that consisted of the five colors of the Olympic rings. However, to blend with the awards podia and the overall look of the venues, the ribbon design was changed to three of the LAOOC's festive colors; aqua, magenta and chrome yellow.

Each of the medals was stored in a blue velvet case that was protected by a cardboard enclosure box.

8.04.5 Other awards: Commemorative medals, certificates and diplomas

The LAOOC produced hundreds of thousands of certificates throughout its existence. The Awards Department was responsible for overseeing the design and production of those medals, certificates and diplomas which were charter-mandated. Those included the athletes' and officials' participation certificates, the first through eighth place diplomas and the commemorative medals.

The Awards Department established a goal of distributing each of the charter-mandated medals and certificates during the Games rather than mailing them after the Games. To accomplish its goal, the department set up a system to maintain a constant distribution system throughout the Games utilizing each NOC's chef de mission and envoy.

The commemorative medals and the certificates were produced by Jostens. The medals, which were bronze in color and encased in a blue velvet box, were delivered to the villages⁷ July 1984. A total of 12,500 medals were delivered (7,000 to the USC Village, 4,500 to the UCLA Village and 1,000 to the UCSB Village) in time to be distributed with the athletes' and officials' gift packs. Additional medals were delivered for IOC/NOC officials (1,400) and technical officials/jury members (2,000).

The participation certificates were personalized by the calligraphy staff during the weeks before the Games and during the Games. The staff used the athlete list provided by the Sports Department to verify names. Once the certificates were completed, they were boxed by country and delivered to the villages. There, the envoys and chefs de mission were requested to pick up the certificates and distribute them to the appropriate athlete.

The distribution of the first through eighth place diplomas was handled in a similar manner. Once results were available on the Electronic Messaging System, the calligraphy staff personalized the diplomas and filed them by country. They were distributed to the athletes through envoys and chefs de mission.

The approximate numbers of charter-mandated certificates and diplomas were as follows:

- First through eighth place diplomas, 4,510
- Officials commemorative certificates, 5,900; technical officials/jury members, 2,000; IOC/NOC, 1,400; team officials, 2,500
- Athlete participation certificates, 7,000

In addition to the charter-mandated certificates, the LAOOC produced numerous others to show appreciation to the thousands of participants and staff, both paid and volunteer, who were instrumental in the Games' success. A sampling of various certificates follows:

- Arts Festival; 15-inch by 15-inch certificates which read, "In recognition and appreciation for your contribution to the success of the Olympic Arts Festival Los Angeles, 1984." Beneath those words was the colorful logo of the arts festival and silver Olympic rings. The certificates were signed by LAOOC Chairman Paul Ziffren, LAOOC President Peter V. Ueberroth, LAOOC Executive Vice President/General Manager Harry Usher and Olympic Arts Festival Director Robert J. Fitzpatrick.
- Citizens Advisory Commission; 10-inch by 12-inch certificates which read, "In recognition and appreciation to (place for name) for your participation in the Citizens Advisory Commission Olympic Orientation Workshop in preparation for the Games of the XXIII Olympiad Los Angeles, 1984." Beneath those words were a silver *Star in Motion* and Olympic rings. To the left of the words was a silver pictogram of a torchbearer. The certificates were signed by Ziffren, Ueberroth and Usher.
- Greek Torch Relay; 10-inch by 12-inch certificates were produced for the participants of the Greek portion of the torch relay. However, they were never distributed. The words of appreciation were written in Greek with a red pictogram of a torchbearer over the words and a silver *Star in Motion* and Olympic rings below. The certificates were signed by Ziffren, Ueberroth and Usher.
- LA83; 10-inch by 12-inch certificates were used for most of the events to thank competitors and staff, both paid and volunteer, for their part in the LA83 events. A generalized format was followed using a *Star in Motion* and LA83 logo and the appropriate sport pictogram. The certificates were personalized by calligraphers and signed by Ziffren, Ueberroth and the appropriate sport commissioner.
- Operations Center; 10-inch by 12-inch certificates were produced as a morale booster for staff at the LAOOC's operations center which was expected to be very busy but was actually under-utilized since the Games ran so smoothly.
- Torch Relay; 10-inch by 12-inch certificates were produced for participants in the torch relay. A blue pictogram of a torchbearer and the words, "In recognition and

appreciation for your participation in the 1984 Olympic Torch Relay in support of the Games of the XXIII Olympiad Los Angeles, 1984." The words "Los Angeles Olympic Organizing Committee" were placed to the left of a silver *Star in Motion* and Olympic rings. The certificates were signed by Ziffren, Ueberroth and Usher.

- Volunteers and staff; 10-inch by 12-inch and 15-inch by 15-inch certificates were produced and distributed to each volunteer who participated in the Games from ceremonies performers to access control monitors. The larger certificates had a place for a name while the smaller ones were generic. Each had a silver *Star in Motion* and Olympic rings and the words "Los Angeles Olympic Organizing Committee." Both were signed by Ziffren, Ueberroth and Usher. The general phrasing of the certificates was, "In recognition and appreciation for your contribution to the success of the Games of the XXIII Olympiad Los Angeles, 1984."

8.04.6 Recruitment and training of the awards staff

The Awards Department recruited approximately 275 people to provide the services required during the Games period. This included a calligraphy staff of 41,210 awards pages and 26 venue ceremonies managers. Additionally, the Awards Department supervised multiple groups of six trumpeters that were provided by the Ceremonies Department.

The calligraphy staff consisted of 40 calligraphers plus one supervisor. Some of the calligraphers were recruited from Southern California calligraphy associations and they in turn recommended others. The calligraphers were located at the Main Press Center during the Games and were responsible for personalizing the certificates for each of the athletes who placed first through eighth. The calligraphy staff also personalized each of the athletes' participation certificates.

To coordinate the venue awards ceremonies, the Awards Department instituted a program whereby each sport had its own venue ceremonies manager (VCM) who was on-site to stage and manage the ceremonies. The Awards Department asked each commissioner to appoint the VCM for



42 Certificates of recognition were presented to all members of the cast and crew of Opening Ceremonies.

Ceremonies

his or her venue to ensure the VCM had a good working knowledge of the sport and a good relationship with the commissioner and venue management. VCMs were appointed as early as September 1983 and as late as June 1984.

The Awards Department also carried through a plan initiated by Disney to recruit pages for the ceremonies. In May 1983, Disney contacted 44 colleges and universities to inquire if they were interested in participating in the ceremonies pages program. The program consisted of identifying a contact at each school who in turn sent eight nominees to a presentation which was conducted by the LAOOC in fall 1983. Nominees were required to be 1984 graduates. During the presentation, the awards staff explained the pages program and invited those who were interested to sign up for interviews. The interviews were conducted at the LAOOC's Westwood staffing center by 20 interviewers designated to work with the Awards Department. The interviewers were trained by the awards staff and given a questionnaire developed by the awards staff. Eventually, 240 people were selected to participate in the pages' training program.

Training for both the VCMs and the pages was planned and conducted by the awards staff. VCMs were given written materials to study before attending a training session in March 1984. The training session consisted of viewing video tapes and slides of ceremonies and discussing the operating plans for the venues. VCMs were required to attend a second workshop which was conducted in June 1984 and to participate in on-site training sessions at their specific sport venues.

The pages were required to attend a minimum of two workshops to prepare for their role during the Games. The workshops were conducted during May and June 1984 and consisted of seminars on flag folding, flag raising, carrying the medal pillows, walking to the beat of the music, arm swing and posture and flag and anthem recognition. The pages also participated in re-enactments of actual awards presentations. An additional workshop was scheduled in July 1984 to concentrate on marching skills.

Once the training sessions were completed, the pages were divided into 10 teams and given a particular assignment to perform within the team. Those assignments were:

- Team leader (1 Male or Female); main assistant to the VCM who was responsible for support functions in all areas of the venue including briefing presenters and helping to stage the processional group.

- Public address coordinator (1 M/F); served as a liaison among the VCM, announcer and technician and was responsible for providing technician with the correct music tape and cueing public address announcer.
- Results relay (1 M/F); responsible for providing VCM with correct, official results as soon as available. The results relay was required to remain at the results area in case of any last-minute changes.
- Medal supervisor (1 M/F); responsible for the safe transport of the medals from the Main Press Center to venue. Medals were to remain in the medal supervisor's possession at all times until distributed to the medal bearers.
- Presentation supervisor (1 M/F); responsible for making sure the physical appearance of the awards team was acceptable. That included making sure no buttons were missing, shoes were tied, hair was combed and makeup was appropriate. The supervisor was responsible for the awards team's personal belongings and also distributed the flower arrangements.
- Athlete escort (1-4F); accompanied and directed the athletes from the staging area, through the processional, to the awards podia and back to the staging area. Also served as a flower bearer during large team awards ceremonies.
- Presenters escort (1F); accompanied and directed the presenters from the staging area, through the processional, to the awards podia and back to the staging area.
- Medal bearer (3-6F); carried medal pillows and, where appropriate, flower bouquets. Presented the medal pillows (and bouquets) to the presenters.
- Flag supervisor (1M); selected and distributed the appropriate flags to the flag bearers. Escorted the flag bearers to and from the flag raising device and supervised the actual ceremony to make sure flags were raised at the same time and to the maximum height.
- Flag raisers (6M); raised flags under the direction of the flag supervisor.
- Flower bearers (3F); used in the largest team events to supplement the medal bearers and athlete escorts.
- Reserve (1 M/F); assisted and filled in where needed. Was trained in all the positions.

The standard awards team size was 18. However, in team sports, an athlete escort was used for each place winner and two medal bearers were required.

Visual

Intrepreters stand at entrance blocking staging area.
Trumpeters clear area.

Processional group begins march to positions using path designated in venue maps.

Flag raisers ready flags.

Presentation group and recipients in position. Movement stops.

Gold medalist(s) steps onto podium. Gold medal bearer steps in front of number 1 podium. Presenters step in front of number 1 podium. IOC member removes medal from pillow (if flowers are included in the ceremony, the IF official takes the flowers from the medal bearer and presents those after the medal). Medal bearer returns to original position. Medal presented to the athlete(s). Optional handshakes by both presenters.

Repeat steps for gold medal presentation.

Repeat steps for gold medal presentation. Presenters then return to their original positions.

All face flags. First through third place flags are raised together. Group pauses for photographers. Group exits in same order as entered.

Group out of view.

Flags lowered and folded. Flag bearers march out.

8.04.7 Responsibilities of the awards group during the Games

The awards staff was responsible for producing 229 award ceremonies in 15 days at 26 different sites. On an average day, 108 awards pages were utilized to participate in 14 different ceremonies. The Awards Department was not only responsible for staffing each of the ceremonies, but also for making sure the correct flags and anthems were used, the presenters

Sound

Live trumpet fanfare (John Williams' Olympic theme).
Announcer: "Ladies and gentlemen, the victory ceremony for the (name of event) will now commence."

Taped processional music is played.

Music lowered for announcer: "Medals will be presented by (IOC representative's name) accompanied by (International Federation representative's name)." Bring up music.

Fade out music. Announcer: "Winner (country's name), Olympic champion (recipient's name)."

Announcer: "Winner of the silver medal, representing (country), (name of athlete(s))."

Announcer: "Winner of the bronze medal, representing (country), (name of athlete(s))."

Announcer: "Ladies and gentlemen, please rise for the playing of the national anthem of (name of gold medalist's country)."

Taped national anthem.

Taped Olympic theme music.

Music fades out

arrived on time, the medals were transported from the Main Press Center to the correct venue site and that teams were briefed on awards procedures.

During the Games, the Awards Department operated from a central location, the MPC, and dispatched the needed staff and materials from there. Awards teams were assigned on the basis of

the frequency of awards ceremonies at a particular venue. For example, at the athletics venue, awards ceremonies occurred frequently throughout the entire competition. Therefore, one specific awards team was assigned to the athletics venue for the duration. However, since athletics did not begin until 3 August, that particular awards team could be assigned to another venue until then.

On a day when an awards team had a ceremony to perform, the team was required to report to the MPC at least one hour prior to scheduled departure time. This was necessary to make sure all team members arrived, received clean uniforms and gathered the rest of the materiel that was necessary for their particular award ceremony. Completed scripts, including the names of the presenters, were passed out and the medals were taken from the vault and given to the medal supervisor. In venues where more than one award ceremony took place, the rest of the materiel was stored at the venue. That included anthems, flags, medal pillows and technical sound equipment.

Travel times for the awards teams were scheduled so that each team arrived at the venue at least two hours before the scheduled start of the awards ceremony. This gave the teams time to eat and relax before the start of the ceremony. It also provided enough time for the team to review any last-minute details with the venue ceremony manager.

In addition to serving as a liaison between venue management and the awards team, the venue ceremony manager was responsible for making sure all elements of the ceremony were checked prior to the ceremony. In cases where the awards podia were not permanent, that included making sure the podia were placed near the field of play where they could easily be set up after competition concluded. It also included making sure flower deliveries were made, sound equipment was on-site and tested and tapes and flags of the appropriate NOCs were

available. In the case where a scheduled presenter was unable to participate in the awards ceremony, the venue ceremony manager was also responsible for coordinating with the Protocol Department and the venue commissioner to arrange for a substitute. Where substitutions were made, the appropriate changes in the scripts were made.

8.05 ***Summary and recommendations***

The Ceremonies Department successfully achieved its goals of providing a positive, emotional and thrilling start for the Games and a technically exciting, fun-filled conclusion.

Approximately one year before Opening Ceremonies, the LAOOC formed its own production staff headed by an internationally recognized filmmaker. Within a nine-month period, the staff planned the format for both Opening and Closing ceremonies, recruited

performers, arranged for specially-written music, conducted rehearsals and produced two spectacular shows. Recruiting approximately 10,000 ceremonies staff members, gathering the technical support, conducting rehearsals and coordinating with the LAOOC's support departments was an enormous undertaking that was not without its problems. However, each of the areas was eventually handled successfully.

A dress rehearsal at the Coliseum two days before the Opening Ceremonies concluded a hectic pre-performance schedule that included 380 rehearsals and 304,000 rehearsal hours. The dress rehearsal allowed the ceremonies staff to refine the program and make several major changes. It also allowed the entire staff to simulate all portions of the Opening Ceremonies day.

43 Swimming medalists wave to the crowd.



Ceremonies

The Opening Ceremonies welcomed athletes from 140 National Olympic Committees, the most ever to attend an Olympic Games. The program featured the *"Music of America"* and performers included an 800-member marching band, 1,262 drill team performers, 1,000 Olympic Honor Choir members, 300 professional dancers, an orchestra, 85 pianists, a fanfare unit and more than 1,500 multi-national representatives sporting their native costumes.

The audience played a large role in the ceremonies program by participating in the largest card stunt in Olympic history. Each of the spectators raised a colored plastic card to form the flags of each of the participating NOCs.

The highlights of the ceremonies were the lighting of the Olympic flame by 1960 Olympic decathlon gold medalist Rafer Johnson and the rousing finale, *"Reach Out and Touch"*, where more than 90,000 people joined hands and sang along with the chorus.

The Closing Ceremonies provided a diverse program which began with the final lap of the men's marathon and ended with fireworks and break-dancers lending support to Lionel Richie's special version of his song, *"All Night Long"*. The Closing Ceremonies program was centered around the appearance of a huge, flashing spaceship which signaled to the audience and was answered by lights from the multi-level center stage. The audience participated in the program by turning on flashlights that had blue filters in front of them, turning the Coliseum into a twinkling, star-like bowl.

A 30-minute fireworks display that saluted each of the previous Olympic sites, the appearance of a larger-than-life "alien" and a laser light show were other highlights of the program.

The installation of the physical elements for the Closing Ceremonies was a tremendous undertaking and was accomplished in 16 hours between the end of the athletics competition and the entrance of spectators for the Closing Ceremonies. In total, the ceremonies construction crew laid 10 miles of electrical cable, installed more than 4,000 lighting elements, laid more than two-and-one-half acres of plywood to protect the track, installed a 180-foot multi-level stage with accompanying special effects and utilized hundreds of thousands of square feet of timber and scaffolding.

Recommendations from the ceremonies staff include:

- A different producer should be hired for Opening and Closing Ceremonies. The pressure of the approaching Opening Ceremonies caused Closing Ceremonies planning to be delayed or postponed.
- The ceremonies staff recommends that the program order followed during the Games of the XXIIIrd Olympiad be retained and that the Antwerp flag exchange continue to be held during Closing Ceremonies.
- Future organizers should try to avoid combining an athletic event with ceremonies. Spectators who are interested in a ceremonies event are not necessarily sports fans.

The Awards Department, which originally was part of Ceremonies, became a separate department to allow each area to receive more attention. During the Games, it produced 229 awards ceremonies at 26 different sites utilizing a staff of approximately 275 people.

The Awards Department was responsible for overseeing the design and production of the Olympic, demonstration sport and exhibition event medals as well as all Olympic Charter-mandated commemorative medallions, diplomas and certificates.

The Main Press Center was utilized as Awards Department headquarters during the Games and provided a centrally located area for the dispatch of the individual awards teams via already available transport. The MPC also housed the calligraphy staff which was used to personalize the thousands of award and participation certificates.

Prior to the Games, the awards staff recruited and trained the awards ceremonies staff and also obtained and verified the correct flags and national anthems for each of the participating NOCs. The awards teams were required to attend a minimum of two training sessions in addition to a dress rehearsal at the specific venue site.

Each of the awards ceremonies were performed without any major problems. No incorrect flags or national anthems were used and each ceremony was performed in English and French.

9

Corporate Relations

9.01 Characteristics of the corporate marketing program

Licensing was a fundamental component in the LAOOC's successful effort to finance the Games through the private sector. Major corporations, in participation with the LAOOC, committed to support the Games with specified amounts of money and materials in return for the right to use the Games' symbols in their advertising and marketing. The Organizing Committee separated the licensed companies into three distinct groups commonly known as sponsors, suppliers and licensees. The following general criteria were used in distinguishing among the three categories.

9.01.1 The sponsors

In most cases these firms were large, multi-national corporations which paid a minimum of \$4 million each to the LAOOC in cash, goods and services in exchange for being designated an "official" sponsor of the Games. Sponsors were granted immediate use of all LAOOC symbols in advertising and promotional activities. This included the *Star in Motion*, *Sam the Olympic Eagle* and all LAOOC sport pictograms. Additionally, sponsors were able to obtain reservations for hotel rooms reserved by the LAOOC for Olympic Family use and purchase blocks of tickets reserved outside the mail order and random selection procedures established for regular ticket sales. Approximately six percent of the tickets available for the Games were purchased by sponsors. The following 35 corporations were official sponsors of the 1984 Olympic Games:

Official sponsors	Date
ABC Radio Networks Official Host Radio Broadcaster	July 1980
ABC Television Official Television Network/ Host Broadcaster	Sept. 1979
Allied Corporation Official Sponsor	Sept. 1981
American Express Company Official Charge Card Official Travelers' Cheque	Dec. 1980
Anheuser-Busch, Inc. Official Beer	Dec. 1979
ARA Services, Inc. Official Food Service Management Company Official Athlete Transportation Management Company	Sept. 1982
Arrowhead Puritas Waters, Inc. Official Water/Drinking Water	Jan. 1980
American Telephone and Telegraph (AT&T) Official Sponsor of the 1984 Olympic Torch Relay, Official Telecommunications Sponsor	July 1983
AT&T-Teletype Corporation Official Sponsor	July 1983
Atari Official Coin-Operated Video Games Official Home Computers Official Home Video Games	Dec. 1982
Atlantic Richfield Company Official Gasoline Official Motor Oil	Oct. 1980

Official sponsors	Date
Buick Motors/GMC Trucks General Motors Corporation Official Automobile Official Truck	Aug. 1981
Canon, USA, Inc. Official 35 mm Camera	May 1980
The Coca-Cola Company Official Soft Drink	Aug. 1979
The Coca-Cola Company/ Foods Division Official Fruit Juices, Adeas and Drinks	Apr. 1981
Converse Official Athletic Shoe	Sept. 1981
First Interstate Bank Official Bank	Jan. 1981
Fuji Photo Film Co., Ltd. Official Photographic Products and Services	Nov. 1981
International Business Machines, Inc. (IBM) Official Personal Computer Office Systems Equipment and Office Systems	Apr. 1983
Levi Strauss & Co. Official Outfitter (Levi Strauss was the supplier of LAOOC staff and athlete uniforms and the licensee for most apparel items)	Aug. 1981
McDonald's Corporation Official Fast Service Restaurant	July 1980
M & M Mars Inc. Official Snack Foods	July 1982
Motorola Communications & Electronics, Inc. Official Radio Communications Equipment/Official Pagers	June 1982
Pacific Bell Official Sponsor	July 1983
Sanyo Electric Company, Ltd. Official Video Products	Dec. 1981
Southern Pacific Company Official Sponsor	May 1983
The Southland Corporation Official Convenience Food Store and Convenience Store	Jan. 1981
Sports Illustrated "Official Olympic Souvenir Program"	Dec. 1981
The Times Mirror Company Corporate Sponsor of the Olympic Arts Festival	May 1982
Transamerica Corp. Transamerica: Official Insurance Company Budget Rent-A-Car: Official Car and Truck Rental Company	Aug. 1982
United Airlines Official Airline	Dec. 1980
Warner Communications, Inc. Official Sponsor	Dec. 1982
Westinghouse Electric Corp. Westinghouse: Official Office Furniture & Supplier Longines-Wittnauer: Official Clocks and Watches (licensee for watches and clocks) Swiss Timing: Official Timekeeper (supplier of timing and scoring equipment) Perrier: Official Mineral Water	Nov. 1982
Xerox Corporation Official Copiers and Facsimile Units	Dec. 1982
Special Designation: Dentsu, Inc. Official Marketing Agent for Japan	Mar. 1980

9.01.2 The suppliers

These were companies that provided a combination of products, services and cash needed by the LAOOC in staging the Games. Supplier contributions were usually worth in the hundreds of thousands of dollars. Suppliers were only granted the right to use the *Star in Motion* symbol in advertising and promotional activities. The following 64 companies were official suppliers of the 1984 Olympic Games:

Official suppliers	Date
Adidas Handballs and soccer balls	Feb. 1984
Allied Fibers & Plastics Carpeting	Feb. 1984
AMF American Inc./ Athletic Equipment Division Gymnastic equipment	Mar. 1982
American Medical International, Inc. Urgent health care services	Oct. 1983
Bat Taraflex Handball & volleyball flooring	May 1982
Beatrice Foods Co. (Meadowgold, Eckrich & Sons Meats) Meat & dairy products	Feb. 1984
Brother Industries, Ltd. Typewriters	Apr. 1981
Bushnell/Division of Bausch & Lomb Vision care products, binoculars, spotting scopes	Oct. 1983
Campagnolo-USA, Inc. Cycling technical assistance	Sept. 1983
Campbell-Taggart, Inc. Bakery products	Sept. 1983
Conroy's, Inc. Florists' products/services	Nov. 1983
Crown Zellerbach Corp. Distribution services	Sept. 1983
DHL Corporation/ DHL International Courier services	June 1983
Dunhill Trading, Inc. Video projectors and display screens	Sept. 1983
Ernst & Whinney Manager/operator results system	June 1982
Everlast Sporting Goods Manufacturing Co., Inc. Boxing equipment	Feb. 1983
Foster Farms Poultry products	May 1983
Garrett Metal Detectors Metal detectors	Mar. 1984
Glavsportprom of the USSR Committee for Physical Culture & Sport Visti fencing equipment	Apr. 1983
H.G.B. Backstrand Wrestling mats	Sept. 1982
Horner Flooring Co. Basketball flooring	Apr. 1984
Hughes Helicopters, Inc., Helicopters	Feb. 1983
Jeffries Banknote Company Printer for the 1984 Olympic Games	Aug. 1983
Jostens Recognition and motivation awards and products	May 1983
Judogi Judo mats	May 1982
Kimball Piano and Organ Co. Pianos	Apr. 1984

Official suppliers	Date
King Musical Instruments Sousaphones	May 1984
Levi Strauss & Co. Games outfitters	Aug. 1981
McDonnell Douglas Automation Company Results computer services	Jan. 1983
Mission Industries Textile rental service systems	Apr. 1984
Molten Corporation Basketballs	Mar. 1982
Monterey Institute of International Studies Press interpreters and translators	Sept. 1983
Musco-Sports Lighting Inc. Portable lighting systems	Apr. 1983
Muzak Programmed music services	Oct. 1983
Myojo Rubber Industry Co. Ltd. (Mikasa) Volleyballs and water polo balls	June 1982
Nutrexpa Powdered drink mix	July 1983
Pageantry World Inc. Flags, flagpoles and banners	Jan. 1982
Panasonic Industrial Co. Sound systems	Jan. 1984
Pay-Fone Systems, Inc. Payroll processing services	Nov. 1983
Physio-Control Medical equipment	Apr. 1984
Plantronics, Inc. Headsets	Apr. 1983
Porter Equipment Company Basketball equipment and football, handball, hockey and water polo goals	July 1982
Rawlings Sporting Goods Co. Baseball equipment	Jan. 1984
Rust-Oleum Corporation Paint products	Aug. 1983
Scanray Corporation X-ray screening equipment and technical services	Jan. 1984
Senoh Corp. Volleyball equipment	July 1982
Sunkist Growers, Inc. Fresh citrus fruit	Sept. 1983
Superturf International, Inc. Hockey surface	July 1982
System Parking, Inc. Parking planning and management	June 1983
Toledo Scale Weighing equipment	Apr. 1983
Toshiba Corporation Electrical appliances	Apr. 1984
Toyo Suisan Kaisha, Ltd. (Maruchan, Inc.) soup	July 1983
Turner Industries, Inc. Olympic torch	Sept. 1983
UCS, Inc. Track and field equipment	Aug. 1982
USA Suzuki Motor Corp. Motorcycles, helmets and all-terrain vehicles	Sept. 1983
Union Carbide Corporation Flashlights and batteries	Apr. 1984
F.B. Vandergriff & Co. Customhouse broker	Dec. 1982
Vidal Sassoon, Inc. Hair care consultant	Jan. 1984

Official suppliers	Date
Vons Grocery Company Food products, excluding poultry, fresh citrus fruit and baked goods	Nov. 1983
Walker Interactive Products Financial and inventory systems software	Nov. 1982
Waste Management Inc. Waste management	Apr. 1983
Western Union International (MCI Communications Corporation) Telex and international electronic message services	Jan. 1983
Windsurfing International, Inc. Sailboards	June 1983
York Barbell Company Weightlifting equipment	Dec. 1982

9.01.3 The licensees

These were companies authorized by the LAOOC to manufacture and sell a variety of souvenir products featuring all LAOOC symbols. Royalties were paid to the LAOOC on the sales of these licensed products. The standard royalty rate was 10 percent and the LAOOC required that the licensees pay a guaranteed minimum royalty, a portion of which was due at the time of signing. Eight of the following 65 licensees are Adidas sub-licensees:

Official licensees	Date
ABC Publishing, Inc. <i>Official Olympic Guide to Los Angeles</i>	July 1981
Access Press, Ltd. 96-page <i>TV Viewers Guide</i>	Sept. 1983
ACM International Lap blankets	Mar. 1984
Adidas France Sports caps, athletic bags, soccer balls, handballs, competition swimwear, accessories and beach towels	Apr. 1982
Arena, USA, Inc. Competition swimwear, accessories and beach towels	Apr. 1982
Franco Mfg. Co., Inc. Beach towels	Apr. 1982
Sport Graphics Athletic and sport bags	Oct. 1982
Panama Glove, Inc. Athletic and sport bags	Nov. 1982
Clossco Sports caps	Apr. 1982
Action Headwear Sports caps	May 1982
Kellwood Competition swimwear	Nov. 1982
Unice Florida, Inc. Soccer balls	Jan. 1983
Aladdin Industries, Inc. Lunch kits, coolers, ice chests, jugs and thermos bottles	July 1983
Armstrong Nurseries, Inc. Official rose	Jan. 1983
AT&T Consumer Products Commemorative telephone	Apr. 1983
Avandi II Productions, Inc. Calendars and dated materials	Sept. 1982
Awards Media, Inc. Men's fine jewelry	Sept. 1983
Balloons In Motion, Inc. Balloons	Jan. 1984
Bogarz, Inc. Women's fine jewelry	Nov. 1983
Bovar Company (Tape and label converters) Pressure sensitive labels, stickers and bumper stickers	Dec. 1983

Official licensees	Date
Bradley Pie Company Fruit, vegetables and cream-filled pies	Feb. 1983
Bushnell (a subsidiary of Bausch & Lomb) Binoculars	Oct. 1983
Cabo Company Lead crystal desk-top items	Dec. 1983
Cal Custom Accessories, Inc. Automotive accessories	May 1983
Cervantes Neckwear, Inc. Men's neckwear	June 1980
CNV Corporation (dba Vuarnet France/Sporoptic Pouilloux) Sunglasses	Nov. 1982
Department of Motor Vehicles of the State of California License plates	Oct. 1983
Designer Towels, Inc. Sport and cheer towels	Aug. 1983
Drawing Board Greeting Card Co. Greeting cards, stationery, postcards, notepads, photo albums, gift wrapping, puffy stickers and party goods	Dec. 1983
Easton Aluminum Company Arrow shafts for competitive archery	Jan. 1982
Escalera Production Art, Inc. Commemorative plates	May 1983
Finder Image International, Inc. Trading cards	Feb. 1983
Gal Plastics, Inc. Plastic bags	Dec. 1982
The H.M. Gousha Company Cartographic or map materials	May 1983
International Sport Publications <i>1984 Los Angeles Olympic Games Commemorative Book</i>	Nov. 1983
JFS, Inc. Sports and fashion belts	Aug. 1983
Knapp Communications Fine arts poster series	May 1983
Kransco/Whamo Flying discs	June 1983
Levi Strauss & Co. Apparel items	Aug. 1981
Longines-Wittnauer Watch Company Watches and clocks	Nov. 1982
Los Angeles Button Company Celluloid buttons	May 1982
Marketcom Bus tokens	Sept. 1983
Moochies Seat cushions and decorative pillows	June 1981
The Murray Ohio Mfg. Co. Bicycles	Jan. 1983
Ken Norton Company Key chains/key holders	Nov. 1982
Ooh La La, Inc. Cloisonne jewelry	Oct. 1980
Pageantry World, Inc. Flags, banners and pennants	July 1983
Papel Imports, Inc. Ceramic giftwares	Sept. 1980

Official licensees	Date
Parkland Industries Collectable spoons, forks, knives and lighters	Oct. 1983
Pentel of America, LTD. Pens & pencils	June 1983
Publication Association of Los Angeles <i>Los Angeles: The International City</i>	Jan. 1984
Rubenstein International, Inc. (Dash Marketing) Plastic drinking vessels	Mar. 1983
Sales Corporation of America, Inc. Posters, mass market	Aug. 1983
Sanchez International Commemorative belt buckles	Oct. 1983
Stuart Hall Company, Inc. School supplies	Aug. 1982
Thomas Brothers Maps Cartographic or map materials for retail use	May 1983
United States Playing Card Co. Playing cards	Aug. 1983
United States Postal Service Commemorative Olympic stamps	June 1982
United Trading Company Nylon wallets	May 1983
U.S. Americans, Inc. Gift, floral and tabletop glass objects	Aug. 1983
Wallace Berrie & Company Plushtoy, soft stuffed and plastic dolls, trophies on a base, pinch-on toys, toy medals, toy figurines and picture frames	Apr. 1983
Wams, Inc. (Light Rail Plastics) Trash bag plastic liners	Mar. 1983
Weatherby, Inc. 1000 limited edition custom rifles	Jan. 1984
Weingeroff Enterprises, Inc. Plastic costume jewelry	Jan. 1983
Zuni Craftsmen Cooperative Handcrafted Native American jewelry	Jan. 1984

An initial combined goal of \$116 million was established for the sponsor, supplier and licensee programs. This represented a substantial increase in licensing revenue compared with past Olympic Games. Montreal and Moscow had raised roughly \$17 million each from licensing activities. The difficult task confronting the LAOOC was to develop and implement a program which would generate as much as a ten-fold increase in revenue over the same activities in past Games.

9.02 Controls governing the use of Olympic symbols

The LAOOC copyrighted its logo, the *Star in Motion*, its mascot, *Sam the Olympic Eagle*, and its pictograms. Additionally, these symbols were registered as service marks and trademarks. Only authorized users were allowed to utilize these symbols for any purpose, including advertising, promotion or fund raising. It was the use of these symbols which was sold to the sponsors, suppliers and licensees and the Organizing Committee was obligated to protect sponsors' rights by restraining any unauthorized use. Enforcement actions against

infringers were actively pursued. Some companies were able to associate themselves with the U.S. Olympic Team but were not official LAOOC sponsors and were not allowed to use any of the LAOOC's symbols. The United States Olympic Committee established its own group of sponsors to help raise funds to finance its activities. Under a federal statute known as the Amateur Sports Act of 1978 (36. United States Code, Section 380), the USOC was granted ownership of the following words and symbols: the five interlocking rings; the words "Olympic," "Olympian, Olympiad and all other derivations; the Olympic torch; and any sign or symbol representing an association with the IOC or the USOC. No use of these words or symbols could be made without the USOC's authorization. This law enabled the USOC to raise the funds needed to support United States Olympic athletes by selling sponsorship rights to various corporations. In so doing, the value of the LAOOC licensing program was slightly diluted and some confusion arose over who was "officially" connected with the Games.

Many manufacturers were rather innovative in their attempts to market products associated with the Games which were not licensed by the LAOOC. A common example was the use of the "motion lines" borrowed from the *Star in Motion* logo. A federal court found that duplication of the motion lines or use of symbols or words which depicted an association with the Olympic Games were violations of LAOOC rights. Although some manufacturers were able to "unofficially" associate their products with the Games, the LAOOC actively pursued infringers and the licensing program was by far the most successful of any Olympic Games, despite some confusion in the marketplace.

9.03 The sponsorship program

9.03.1 Concept of the program

The value of corporate association with the Olympic Games was difficult to ascertain. A number of factors influenced corporate decision-making on the price that companies were willing to pay for involvement with the Olympics. It is these factors or determinants which were used by the Organizing Committee in its effort to "sell" the Games to potential sponsors. They included the following benefits: an improved public image; increased product name recognition; improved employee morale; and the exclusion of competitors from similarly associating themselves with the Games. No set "price" for securing a sponsor designation was established since no two sponsors derived the



1 From left, LAOOC Vice president Joel Rubenstein and LAOOC President Peter V. Ueberroth congratulate Rudy Cervantes of Cervantes Neckwear, the first LAOOC licensee.

2 LAOOC President Peter V. Ueberroth (right) signs an agreement with Brother Industries, Ltd. on 19 January 1981, as LAOOC Vice President Joel Rubenstein looks on.

same benefits. The value of each sponsorship was determined through negotiation, with corporate size, product type and potential benefits all influential in determining the actual contribution made by each sponsor company.

Most potential sponsors were located either in the United States or Japan. The LAOOC decided to market the program on its own in the United States but in Japan this became inefficient because of distance and presentation problems. To resolve this, Dentsu, Inc., a Japanese public relations and advertising firm, was signed as the LAOOC's marketing representative in Japan. The relationship with Dentsu resulted in the signing of the Fuji Film Company and Sanyo Electric as sponsors and many other firms as suppliers to the Games.

9.03.2 Identification of potential sponsors

Sponsor solicitation for the 1984 Games was based on the assumption that mass solicitation of sponsors, with potential agreements numbering in the hundreds, would dilute the value of the agreements, both individually and collectively. It was therefore decided that a maximum of 50 sponsors would be signed for the Games and that each sponsor would be granted product exclusivity. Prior to implementing the solicitation program, the LAOOC developed a list of products or services appropriate for a Games sponsor and identified companies appropriate for sponsorship. Two factors were critical in the decision-making: whether the product produced by the potential sponsor was an appropriate one to be identified with the Games, and, whether the company was large enough to support a sponsorship commitment. Review of corporate annual reports, the "Fortune 500" list and corporate media budgets helped narrow the field.

Solicitation of sponsors within the United States was handled entirely by the LAOOC. The ambitiousness of the sponsor program, in that its revenue goals were far higher than actual revenue in previous Games, mandated that only individuals involved in the planning process on a daily basis could effectively market the program.

In early 1979 most observers were skeptical about the Organizing Committee's ability to successfully fund the Games privately. It was the LAOOC's belief that only with the successful signing of high revenue-producing initial agreements would the program succeed in the desired manner. These agreements would serve as the milestones upon which all future agreements would be structured. In spring 1979 it was decided to focus on potential sponsors who would derive the greatest value from association with the Games. Two of the earliest candidates were soft drink manufacturers and breweries, both of which have historically been associated with sporting events around the world.

Failure to sign a lucrative first agreement would have helped focus attention on what might have then been considered an incorrect assumption in the LAOOC's financial planning. But conclusion of agreements worth together in excess of \$20 million with the Coca-Cola Company and Anheuser-Busch by the end of 1979 provided a solid foundation for the sponsorship program and served as an impetus for the idea that a privately financed Olympic Games was possible. The establishment of a benchmark value set the tone for all future negotiations.

9.03.3 Sponsor commitment to the LAOOC

Sponsor fees were paid in cash and with "in-kind" contributions; the donation of goods, services and personnel utilized in the planning and staging of the Games. The content of individual agreements varied with the anticipated needs of the LAOOC. Coca-Cola provided a large portion of its sponsorship fees in cash. In contrast, ARA, Inc. provided its entire sponsorship fee through the donation of "in-kind" services which helped the LAOOC plan and manage the Olympic Games food service and transportation programs. Many sponsors demonstrated their commitment to the Olympic movement through public information efforts which sought to communicate the history and goals of the Olympic movement. There was also substantial sponsor involvement in the LAOOC Olympic Youth Program. Sponsor participation extended beyond direct support to the LAOOC, but was in line with the LAOOC's goals for the Games as a whole. For example, many sponsors purchased spectator tickets which were donated to individuals and groups who would not normally be able to attend Olympic events.

Most sponsor agreements were negotiated between 1980 and 1982 when many LAOOC needs had not been fully assessed. Apart from the financial support provided by the sponsors was their continued flexibility in meeting the ever-changing, re-evaluated needs of the Organizing Committee. As the Games approached, each sponsor developed a greater commitment to its area of sponsorship. International Business Machines (IBM), as the official sponsor of office systems, found that donation of equipment did not completely satisfy its obligations. It also had to ensure that the equipment functioned properly and that all LAOOC staff using IBM products were properly trained. As the LAOOC placed increasing reliance on corporate in-kind donations such as office equipment supplied by IBM and copy machines supplied by Xerox, these sponsors found themselves in the

positions of ensuring the proper functioning of the products they had supplied. Failure of any equipment would have been detrimental to the sponsor's reputation, especially during the Games. Therefore, it was not uncommon for many of the sponsors to provide resources and manpower far in excess of those initially agreed to. Each company took on its area of the Games and committed its resources to make that area successful.

Sponsors also assisted in the construction of athletic facilities needed to stage the Games. The Los Angeles Memorial Coliseum, site of Opening and Closing Ceremonies and athletics, required major renovation and specific new construction was needed for a swim stadium and a velodrome. The LAOOC first sought out educational institutions which would accept the construction of these facilities and grant public use decisions and naming rights to the LAOOC.

Agreements were reached with the University of Southern California for the construction of a swim stadium and California State University at Dominguez Hills for a velodrome. The committee then sought corporations that, as a portion of their sponsorship fees, would pay for the construction of these new facilities. In addition to the benefits derived from sponsoring the Games, these companies would also have the long-term benefit of name association with the facilities. Thus the McDonald's Olympic Swim Stadium and the Southland Olympic Velodrome came into existence. Several million dollars of improvements were needed at the Coliseum. Part of the rental cost was offset by improvements to the stadium paid for by the Atlantic Richfield Corporation as a portion of its sponsorship fee.

By asking the sponsors to take full responsibility for their areas of involvement, the LAOOC received a degree of support and commitment to the Games that was truly priceless. Though the question is frequently asked, it is difficult to determine exactly how much each sponsor paid to obtain the "Official" designation. The value of each agreement must be measured in terms of cash received and also in terms of the costs budgeted by the LAOOC which the sponsors assumed through providing in-kind goods and services. The LAOOC's budgeted costs did not reflect the actual cost to the sponsor for providing these services. Therefore, real costs would not be reflected by an LAOOC determined figure which sought to estimate the total value of a sponsor's donation to the Games.

**9.03.4
LAOOC commitments to sponsors after signing**

All sponsors were granted the right to purchase spectator tickets separately from those available through sales to the public. Each sponsor was allocated tickets based on its total commitment to the LAOOC. Those corporations who contributed the most in cash, goods and services to the LAOOC were allotted the greatest number of tickets. Sponsors were also given opportunities to assume LAOOC contracts for reserved hotel rooms in Southern California and to deal directly with the hotels where their rooms were located. Once the Organizing Committee had determined the total number of tickets

a sponsor would receive, the allotment was divided among the various events and sessions available. Allotments for each event or session were based on the total number of tickets that event or session represented out of the entire ticket pool. For example, if equestrian events represented seven percent of all tickets, then seven percent of a sponsor allotment consisted of equestrian tickets. Sponsors had the option of purchasing either 100 percent, 75 percent, 50 percent or 25 percent of the tickets they were allocated.

Sponsor meetings were organized by the LAOOC and held on 10—11 March 1982, 23—25 February 1983 and 24—26 October 1983. These meetings allowed sponsors to meet with each other and to discuss LAOOC policies. A continuing concern addressed at each meeting regarded the LAOOC's policies on ticket and hotel room allocations. Sponsors' logistical planning was based on knowing in which hotels they would be placed and which tickets they could buy. Without this information they were unable to contract for transportation and other associated support services. Although it is evident that as a group sponsors were satisfied with the experience they had at the Games themselves, they were concerned about the details of hotel and ticket allocations until March 1984, when their allocations were announced. The tickets they received were in fact very good and perhaps greater than their actual needs.

Sponsors were granted no additional privileges in other areas. Accreditation privileges and parking cards were provided only to sponsor personnel involved in Games operations and were not available for company executives

and other sponsor representatives. Areas for sponsor entertaining, hospitality and promotion were not available at the venues.

**9.04
The supplier program**

Organizing Committee strategy in obtaining commitments from companies as suppliers did not differ significantly from the procedures used with the sponsors. The basic goal was to obtain resources, either product, services or equipment, that were essential to the successful operation of the Games. The primary difference between a sponsor and a supplier was the level of commitment, at least \$4 million for sponsors and significantly less for suppliers. The suppliers provided the LAOOC with a means of satisfying a significant need, such as competition equipment, which was not satisfied by a sponsor.

Although the existence of a supplier category could have potentially undermined the exclusivity of the sponsors, several factors prevented this. Product categories licensed to sponsors were exclusive and were not open to suppliers. For example, Coca-Cola's product exclusivity in the soft drink category closed that product area to suppliers and/or licensees. Further, many suppliers contributed specialized equipment which was never intended to be covered under sponsorship agreements, since most manufacturers of such items were not large enough to make a sponsor-level commitment based on a narrow product line.



3 John Fransen of the LAOOC displays photographs of billboards publicizing the LAOOC's sponsor-supported youth programs.

4 One of the world-class tracks built by ARCO, an official LAOOC sponsor.

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In early 1984, suppliers were granted the right to purchase tickets and secure a limited number of hotel rooms through the LAOOC. This decision was primarily based upon the suppliers' significant participation in helping plan the Games in their areas of expertise.

9.05 The licensee program

9.05.1 Nature and goals of the licensee program

The licensee program developed by the LAOOC combined elements common to past Olympic Games with new features added because of the unique financing methods used for the 1984 Games. Common elements with past Games included licensing of product categories which have traditionally done well in association with sporting events, motion pictures and other forms of entertainment; payment of a 10 percent royalty to the LAOOC on all sales; a minimum guaranteed amount paid in advance to the LAOOC based on estimated sales projections as determined by the licensee; quarterly reporting periods for royalties; and an annual year-end audit.

Areas of the licensing program unique to the 1984 Olympic Games included a commitment to include minority and small businesses from the Los Angeles area in an effort to help establish licen-

ses through positive public relations and media opportunities associating them with the Olympics.

The initial licenses were granted during the later half of 1980. Products licensed during this period included ceramic mugs, men's neckwear and cloisonne pins (an item of considerable popularity during and after the Games). These products were initially licensed so that the LAOOC could use them as gifts. A successful retail program and royalty income was a secondary, long-term goal. Upon completion of the license granting in early 1984, the LAOOC had received approximately 8,000 license applications in about 300 product categories.

The LAOOC granted 65 licenses, including eight to Adidas sub-licensees, Forty-nine, or 77 percent, of the licensees were from California and 43 of those were Los Angeles area businesses. Twenty-six, or 40 percent, of the licensees were minority firms. Minorities included black, Hispanic, Asian-American and Native American. Although the granting of the licenses began in 1980, 50 licenses were granted after September 1982.

9.05.2 Program for receipt of proposals

The overwhelming popularity of the Olympics and the attendant benefits of being associated with it meant that by early 1980 the LAOOC was inundated with proposals submitted by licensees. Solicitation of licensee proposals was thus limited to the LAOOC's request that sponsors inform their advertisers and clients about the program and that the Mayor's Office of Small Business Administration solicit and refer a number of proposals.

By the end of 1981, the LAOOC had received thousands of proposals yet few of them had received positive responses. It was the LAOOC's philosophy that it would not be appropriate to grant licenses on a mass scale until late in 1982 since an adequate market for the licensees' goods would not develop until mid-1983. Therefore, more than 77 percent of all licenses were granted after September 1982.

9.05.3 Selection process and procedures

In the fall of 1982, a product list was generated from applications on file and from a review of items sold at past Olympics. From this list the LAOOC determined the remaining product categories it wanted to license. Product criteria included whether it had traditionally sold well at entertainment/sporting events; whether it was of a type which would be kept as a souvenir/memento of the Games; whether it attracted children's interest and attention; and whether it was in some way associated with or peculiar to the needs of the Los Angeles/Southern California area.

Upon selection of the final product categories each application on file was reviewed. The average number of applicants in any one category was 25 but varied widely depending upon the product. Hundreds of applications were received for a T-shirt license yet only five were received for a television viewers' guide.

Each applicant was reviewed by the licensing staff with the initial selections based on the following criteria: manufacturing and distribution ability; quality of the product (where a sample or pictures were included with the application); financial ability to perform; small or minority business status; recommendation of the Mayor's Office of Small Business Administration; whether the business was located in Southern California; and other intangibles such as an understanding of and commitment to the ideals of the Olympic Games.

After narrowing the field to three or four applicants, the licensing staff called business references of the company and bank officers to determine



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5 LAOOC sponsor representatives during a business session of the October 1983 sponsor meeting.



6

6 Sponsor representatives proudly carry their banners at one of the LAOOC sponsor meetings.

7 Sponsors gather and listen to presentations at LAOOC-organized sponsor meetings.



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the company's past business experience and likely ability to perform. Frequent meetings were held with the applicants to acquire additional information and materials.

With the decision to choose a particular applicant, a licensing report was completed and submitted to LAOOC senior management for final approval. The report set forth a variety of financial information along with details regarding the applicant's history, manufacturing facilities, distribution centers, sales force, marketing strategies and product distribution capabilities.

After selection of a licensee and execution of a contract, a "Graphic Standards Manual" was sent to the company so that work could begin on product design and artwork, subject to final LAOOC approval prior to production. Letters were sent to all other applicants in the same product category who were not chosen. Each selected licensee was encouraged to contact the LAOOC News Department if it was interested in a press announcement regarding the award of the license to the company.

9.05.4 Protection of the exclusivity granted to the licensee

The fundamental commitment made to the licensees was that the LAOOC would fight to insure the exclusivity of all LAOOC symbols. The value of a licensee's investment was directly related to the level of protection it would receive against potential infringers or counterfeiters who might produce illegal Olympic goods. Consequently, the LAOOC developed a comprehensive enforcement program to safeguard the exclusivity granted to the licensees. The program consisted of the following components:

□ Public Information; LAOOC enforcement personnel prepared written material, including copies of relevant statutes, which was sent to retailers, news media and the general public concerning the authorized use of Olympic symbols. Furthermore, staff responded on a daily basis to numerous requests regarding the use of the symbols, including information about how the Amateur Sports Act of 1978 protected all words and symbols associated with the Olympics. This federal statute granted the United States Olympic Committee exclusive rights to authorize others to use the word "Olympic" and its derivatives

and the five interlocking rings for commercial purposes. Through a cooperative working relationship with the USOC, the LAOOC was able to safeguard the use of all Olympic symbols.

□ Voluntary Compliance; letters were sent to all known infringers demanding that their unauthorized use of Olympic symbols cease and desist. The letters placed the infringers on notice as to the rights of the LAOOC concerning protection of its symbols. Infringers were furthermore required to sign a letter acknowledging that unauthorized use of words and/or symbols would cease. Voluntary compliance was high, however, and enforcement personnel worked with LAOOC attorneys to follow up in those instances where no response was received. More than 500 letters were sent to companies and individuals which illegally used Olympic symbols.

□ Customs Activities; in early 1983 the LAOOC reached agreement with the United States Customs Service regarding assistance from customs inspectors in connection with the importation of counterfeit Olympic products. Customs officials were extremely vigilant in seizing suspected merchandise and they effectively prevented the entry of illegal Olympic products into the United States, particularly in the Los Angeles/Long Beach areas.

□ Legal Actions; a benchmark of the success of the enforcement program was the LAOOC's willingness to take infringers to court. The LAOOC brought suits against a number of infringers for unauthorized use of Olympic-related words and symbols on retail merchandise. A majority of the cases were brought during the period of the Olympic Games. In every case the LAOOC obtained relief from the infringing activity. Several lawsuits were settled prior to trial and a settlement fee was paid to the LAOOC. In other cases the court ordered infringers to cease use of certain LAOOC symbols.

Most legal actions involved activities occurring during the period of the Olympic Games. The effectiveness of the enforcement program was directly dependent upon the timeliness of the relief. Therefore, in coordination with other enforcement activities, the LAOOC obtained pre-Games federal court orders authorizing off-duty law enforcement officers to seize unauthorized merchandise.



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8 A representative of Ooh La La, Inc., the LAOOC licensee of cloisonne jewelry, passes out samples of one of its popular pin series.

9 Cervantes Neckwear, the LAOOC licensee of men's neckwear, displays its signature neckwear series.

10 Ceramic mugs manufactured by LAOOC licensee Papel Imports, Inc. are displayed.

9.06 **Management of the Corporate Relations group**

By mid-1979 the Organizing Committee had a vice president responsible for licensing and merchandising. This was a one person department which solicited and negotiated corporate sponsorship proposals. By spring 1981 another staff member was added who was responsible for approval of all merchandise bearing the Olympic symbols and handling the licensing program. Through June 1982 the department focused primarily on the sponsorship program and deferred serious efforts to the development of the supplier and licensee programs until late 1982. Throughout 1982 the Corporate Relations Department consisted of a vice president and three staff members with two responsible for the licensing program and one overseeing the supplier program.

The department was most active between September 1983 and July 1984. The focus of activity was no longer upon the sponsorship program (which had been finalized by summer 1983) but instead concentrated on the conclusion of all supplier and licensee agreements along with enforcement activities which sought to protect all LAOOC symbols against improper or unauthorized uses. The staff grew to 24 with account executives established to service small groups of sponsors, suppliers and licensees. Significant time was spent during this period refining many early supplier contracts which had been concluded when the Organizing Committee was uncertain about its ultimate needs. Enforcement activities were heavy by late 1983. The LAOOC was determined to take an aggressive stand against infringers and worked closely with U.S. Customs officials to prevent the clearance of illegally produced Olympic-related merchandise. This posture was effectively commu-

icated to potential manufacturers, especially large volume producers, via multiple seizures. It was anticipated that such producers would be hesitant to risk significant capital and produce massive quantities of unauthorized goods if there was a strong possibility of confiscation of the merchandise. Once the Games began, the Corporate Relations Department became operational. Account executives worked with each of their assigned companies assisting with various logistical requirements including accommodations, hospitality, ticketing and transportation.

9.07 **Summary**

The corporate relations program was successful beyond the expectations of the Los Angeles organizers. The interest in affiliation with the Games was widespread and the LAOOC's goals in terms of fund-raising and corporate support were either met or exceeded in all areas. Licensees provided an opportunity for purchase of a large number of items, many of which were well received by consumers in the United States and abroad. Future organizers reflecting on the Los Angeles experience should note the following items:

□ The strategy of limiting the number of sponsors to an elite few and requiring a heavy commitment to the financial and operational success of the Games was a winner. Although perhaps more applicable to the 1984 Games because of the emphasis on the private sector in the United States economy, this model can be used with other events which attract wide spread interest. Both national

and multi-national companies had interest in becoming involved with the Games and careful consideration of the value of Olympic sponsorship from the view of a potential sponsor will usually lead to the compilation of a list of candidate companies.

- Sponsors, and to a lesser extent, suppliers, must be accorded benefits appropriate to their level of commitment. Proper use of Olympic and Organizing Committee marks, symbols and the like must be clearly defined and the organizers must carefully consider the complexities of protecting sponsor or supplier rights, if any, granted to them in their agreements. Policies for the reservation of accommodations, hospitality space, tickets, transportation and other items must be clear and disseminated sufficiently in advance of the Games in order to allow for subsequent logistical follow-up by the companies.
- Supplier selection was based upon the need for items or services which the LAOOC needed to provide and were either costly, required special manufacturing support to provide the large quantities necessary or required extensive technical support. Items whose connection with the Games was not obvious but which proved important included parking management for the venues, payroll processing systems for the paid employees, waste management and X-ray scanners. Organizers must consider the entire scope of services that must be provided before settling on supplier categories and looking for interested companies.
- Licensing of companies to produce goods bearing the symbols of the Games was not designed to provide a large revenue source for the LAOOC. Instead, the bulk of the corporate funding came from the

sponsor program and to a lesser extent from suppliers. The LAOOC determined that the major focus of its licensing program would be to provide quality products for public purchase through small businesses including many minority-owned businesses, primarily located in the Southern California area. In working with such smaller enterprises, the organizers must show flexibility in the payment structure to support the efforts of growing companies. Although most of the licensees received good public response to their merchandise, some did not enjoy the sales volume which they had anticipated. In these cases, the LAOOC remained flexible in its approach to the licensor's share of revenues and the level of fixed guarantees as long as was reasonably prudent.

- Enforcement of the laws protecting the symbols of the Games and of the Organizing Committee is crucial to any program of licensing. The LAOOC worked closely and successfully with customs controls in the seizure of unauthorized merchandise coming into the United States. Equally important was the strong position taken against domestic infringements and the willingness of the LAOOC to proceed with strategic legal action against uncooperative entities whose activities infringed on the rights granted to sponsors, suppliers and licensees. An Organizing Committee whose corporate marketing scheme depends upon the untiring support of its partners can do no less in the service of its benefactors from the business sector.

10

Design and the Look of the Games

10.01 Concept and goals of the design program

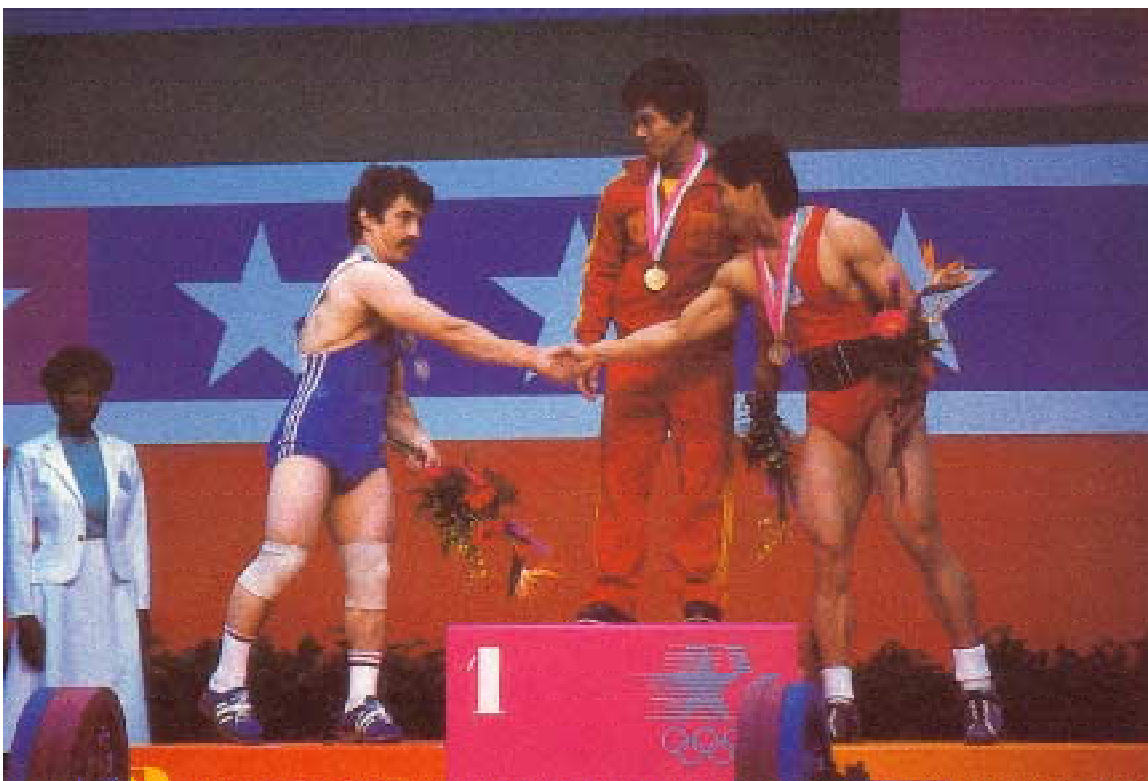
The primary objective of the LAOOC design program was to transform approximately 75 separate Southern California sites into a common and easily recognizable celebratory presence during the Olympic Games. This goal was not easily accomplished. Sites were as many as 150 miles apart and the transformation had to be discernable to three different audiences: television viewers, spectators attending the Games and local residents. Another objective of this program, which was called the Look of the Games, was to turn skeptical residents into active supporters by the sheer emotional pageantry of the event.

The overall Look, described as an "invasion of butterflies" or "urban confetti," succeeded in turning the streets, sites and other public areas into a constellation of ephemeral colors that brought residents a heightened sense of excitement, emotion and history. The Look was achieved through a team approach. Overall design concepts were developed through the integration of participants from numerous fields, such as architects, landscape architects, graphic and industrial designers, fabric designers and transportation system designers.

The design concepts and patterns integrated the *Star in Motion* emblem and the Olympic pictograms, which were created in 1980 and 1981, respectively. These symbols were interwoven with a color palette that replaced the traditional red, white and blue with a more festive and international scheme composed predominantly of magenta, vermillion, chrome yellow and aqua. The overall concepts were packaged into a kit of parts which were worked into a variety of configurations. Thus, the effect was an urban sprinkling of confetti over an area of roughly 4,500 square miles that served to promote a happy, festive atmosphere during the Games period.

The environmental graphics design program was complemented by a print graphics program that was equally challenging. The primary goal of the graphics program was to ensure that all Olympic-related printed material had a consistent appearance. This was not

an easy task since each of the more than 30 graphic design consultants used by the LAOOC had his or her own conception of how to create an Olympic Look. The print graphics program thus initially displayed tremendous diversity and some inconsistency. The variety of printed materials ranged from billboards, posters and signs to accreditation badges, napkins, pins, tickets, commemorative certificates and scoring forms. It was not until late 1983 that the print graphics program began to embrace the Olympic Look advocated by the environmental graphics program, creating a uniform Olympic Look program which communicated the brief yet significant nature of the Games to its audience.



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1 Careful attention was given to television camera angles in order that the Look would appear in all broadcast coverage.

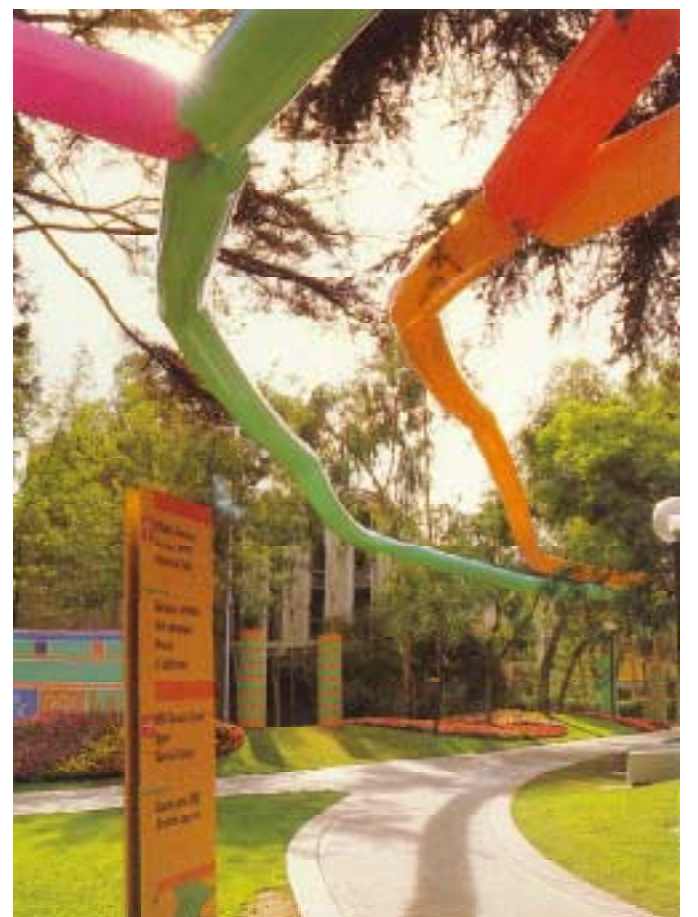
2 Various decorative elements were used repeatedly throughout the venues and the villages on fences and overhead with banners and balloons



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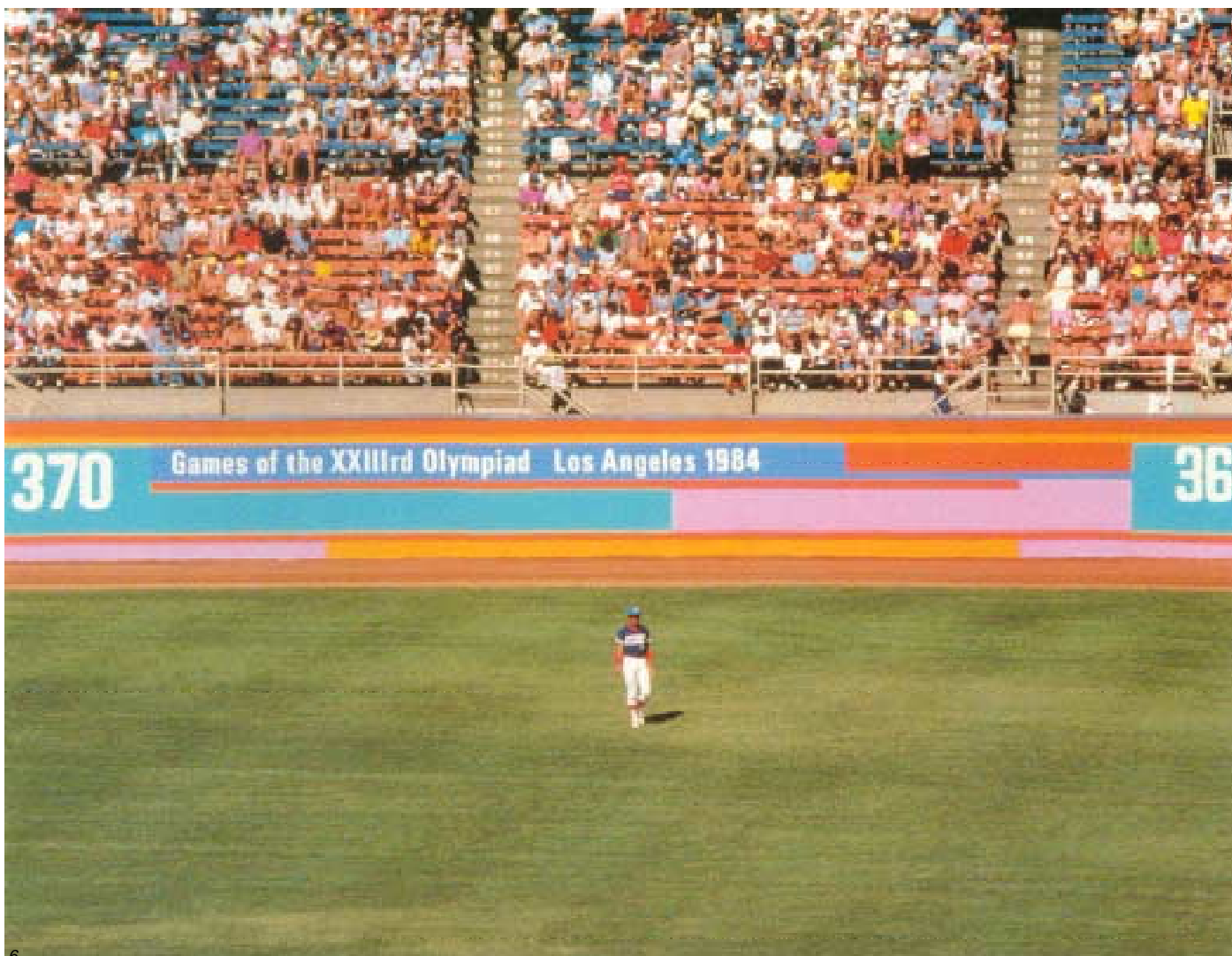
3 The peristyle at the east end of the Los Angeles Memorial Coliseum was entirely covered with a temporary facade that carried out the look on a massive scale.

4 More examples of the ubiquitous Look applications as applied to press enclosures, side walks, Lake Casitas and fence fabric.



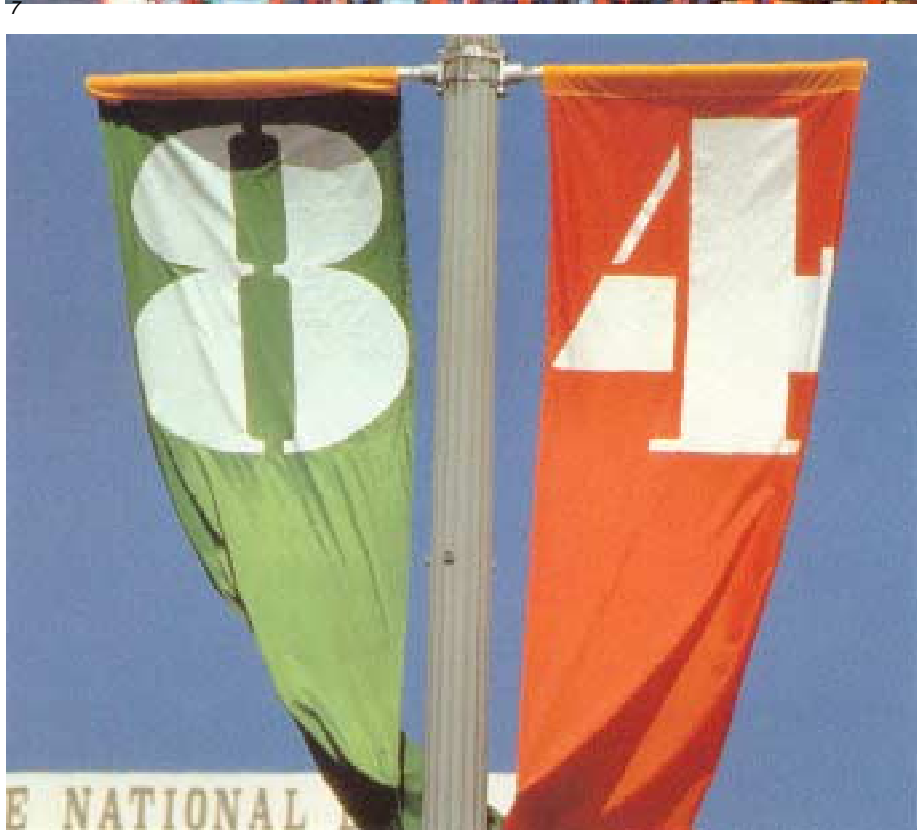
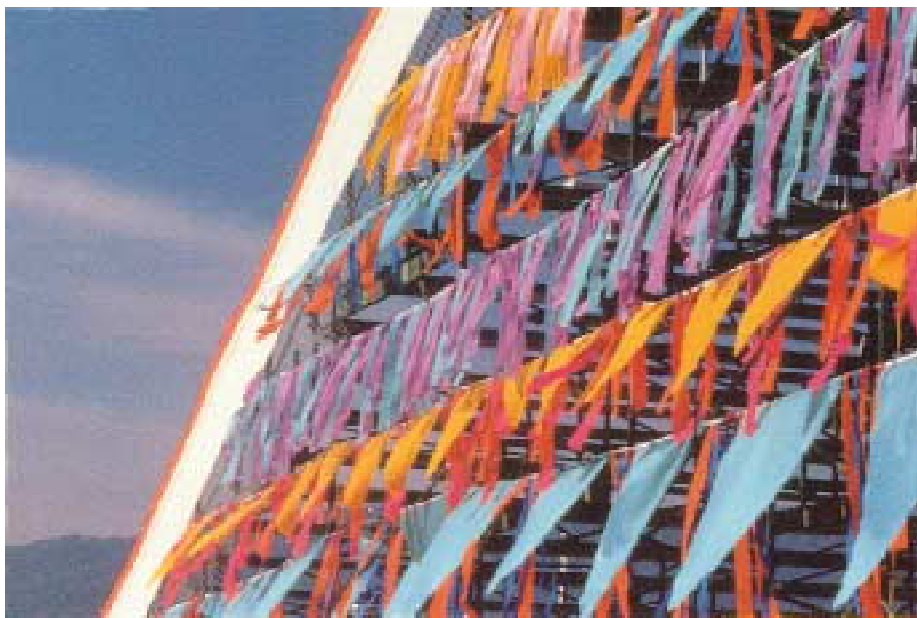
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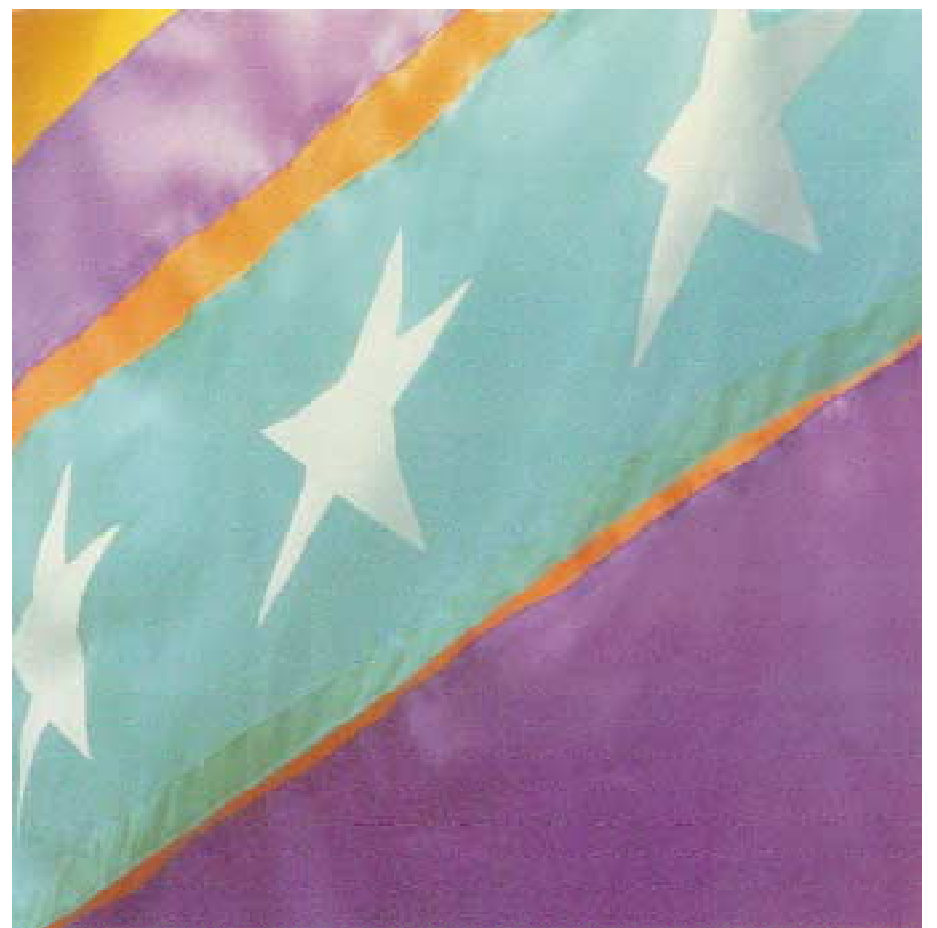


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- 5 *Opposite page. One of the most spectacular of the gateway scaffolding towers was near the Coliseum in Exposition Park.*
- 6 *Dodger Stadium was an example of the oft-encountered need to apply the Look to vast surfaces.*
- 7 *Inexpensive synthetic fabrics were used in huge quantities for pennants, street banners and a broad range of other decorative elements. Most imprints were applied by silk screen process as shown in these examples. Applique was used sparingly due to the higher costs.*



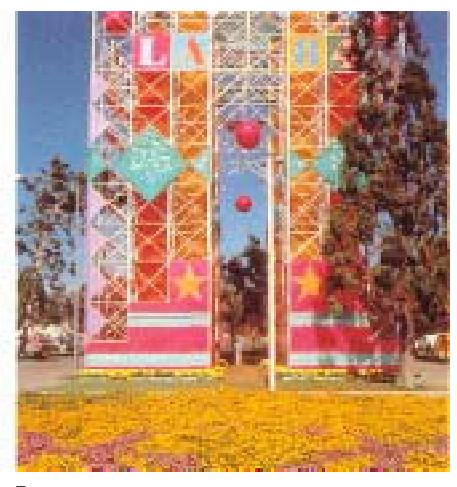
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10.02

Emblem: The Star in Motion

10.02.1

Concept of the emblem and its use

International popularity of Olympic Games emblems began with the Tokyo Games in 1964 when the rising sun, Japan's national symbol, was juxtaposed against the five Olympic rings. The market value and, consequently, importance of each subsequent Olympic emblem has grown significantly since the Tokyo Games, and designers have increasingly competed for the opportunity to create the emblem. The commercial importance of the emblem, for both promotional and advertising purposes, made it essential that the LAOOC secure IOC approval as early as possible.

10.02.2

Development of the emblem

The Organizing Committee interviewed 34 design firms throughout the United States but ultimately chose to hold a competition among designers only from Los Angeles. Three design firms were chosen for the competition and, in early December 1979, they

were granted three and one-half months to prepare formal presentations. Two design criteria for the symbol were established by the LAOOC: the emblem had to work in concert with the five interlocking Olympic rings and it had to be able to function visually on its own. LAOOC senior management selected the emblem created by Robert Miles Runyan and Associates.

Design development concentrated on the creation of a dynamic, forceful emblem which would express both the national and international aspects of the Games. Red, white and blue were the proposed colors, since they were the national colors of the United States and also appeared alone and in combination with other colors in the flags of many other countries.

Roughly 4,000 design sketches were created before a rough sketch of three interlocking stars was selected. This three star theme was refined in more than 400 additional sketches before it evolved into its final configuration, the *Star in Motion*, which represented the dynamic, international qualities required for the emblem. Stars are found in the flags of more than 47 nations and the 13 motion lines gave the emblem the appearance of action and speed. As described in the LAOOC "Graphic Standards Manual":

"The star is a universal symbol of the highest aspirations of mankind, the horizontal bars portray the speed with which the contestants pursue excellence while the repetition of the star shape connotes the spirit of competition between equally outstanding physical forms. The symbol colors—blue, white and red—were in part chosen for their traditional significance in the awarding of prizes for first, second and third place."

The emblem was first submitted and approved by the IOC in Moscow on 16 July 1980, and was publicly introduced by the LAOOC on 4 August 1980. This gave corporate sponsors early use of the emblem in their advertising and promotional activities and by affixing it to their corporate products.

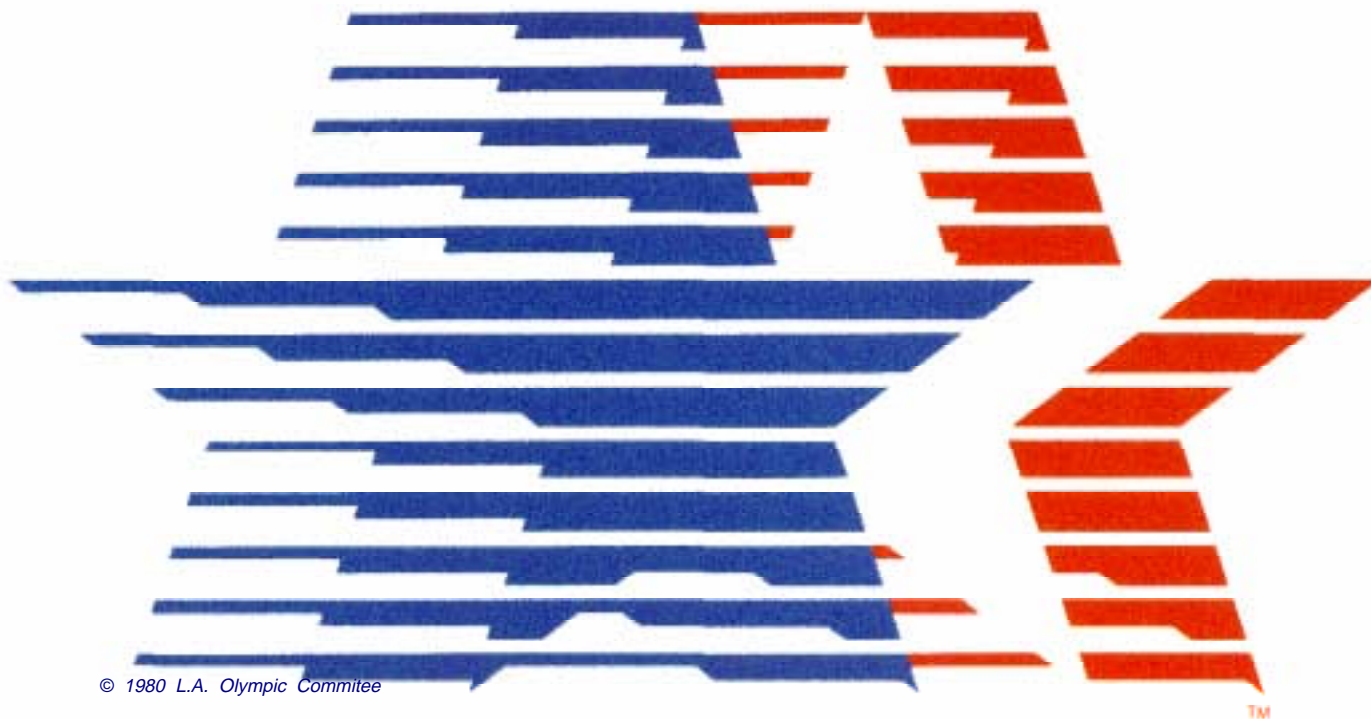
10.02.3

Graphic standards for use of the Games symbols

After completing the *Star in Motion*, Runyan and Associates produced a reference manual for the LAOOC. The "Graphic Standards Manual" provided guidance to sponsors, suppliers and licensees and LAOOC graphic artists in the proper use and reproduction of the official symbols, the *Star in Motion*,

mascot and pictograms associated with the Games of the XXIIIrd Olympiad. In the manual were standards for size relationships and color reproduction of the various symbols, requirements for placement of trademark and copyright symbols and the establishment of an official logotype and typeface. The official symbols were registered and fully protected by appropriate national and international laws governing copyrights, trademarks and industrial designs. Consequently, all usage of the symbols had to be authorized by the LAOOC and product samples bearing the symbols had to be submitted to the LAOOC for final written approval to ensure they conformed with the requirements as set forth in the "Graphic Standards Manual."

Marketing benefits available through association with the Olympic Games by commercial use of the symbols were restricted to LAOOC approved sponsors, suppliers and licensees.

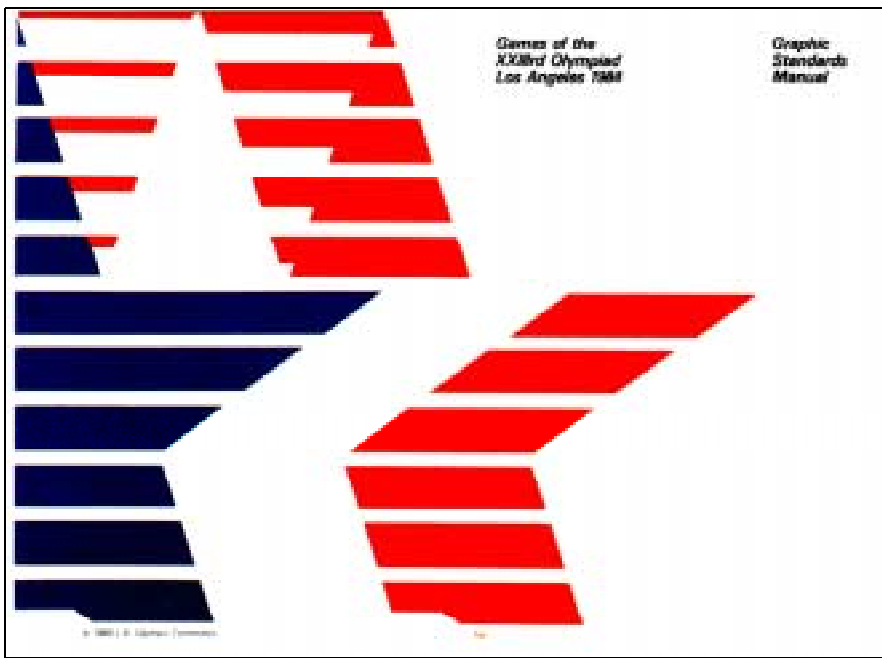


© 1980 L.A. Olympic Committee

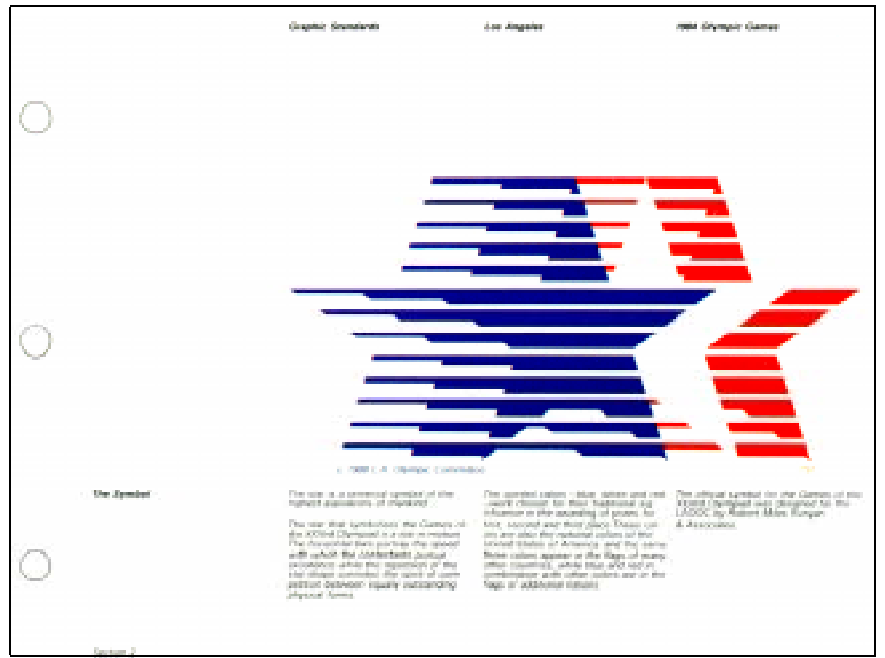
⁸ The *Star in Motion* was approved in 1980 as the official symbol of the 1984 Olympic Games. It is shown here in combination with the Olympic Rings and the copyright notice as presented in the "Graphic Standards Manual." The manual was a horizontal 12" x 9" ring binder and was tab indexed into the following chapters:

1. General Information
2. The Official Symbol
3. The Olympic Rings
4. The Official Mascot
5. The Official Logotype
6. Emblem Relationships
7. Reproduction Materials
8. The Official Pictograms

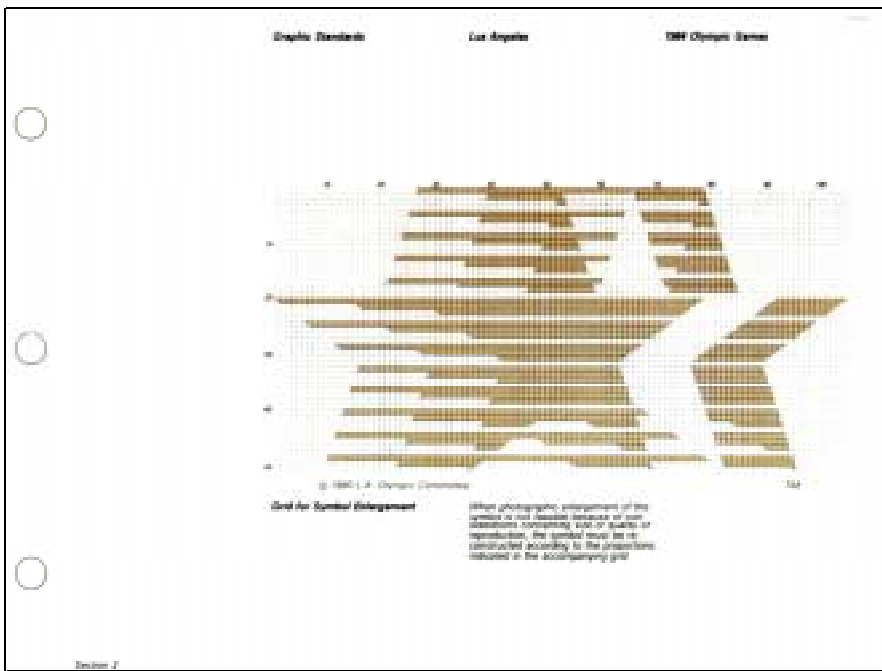
The manual was intended to guide all staff members, sponsors, suppliers and licensees in the proper use of the copyrighted graphic elements as well as the accompanying typefaces and color schemes. The colors were red, white and blue but were later changed to the more extensive palette developed in 1983 and shown later in his chapter.



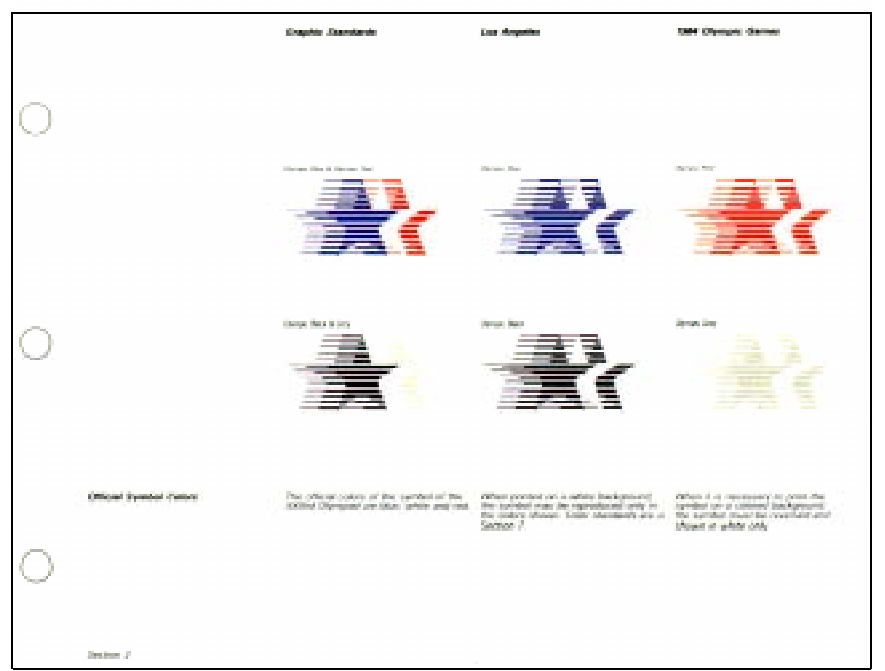
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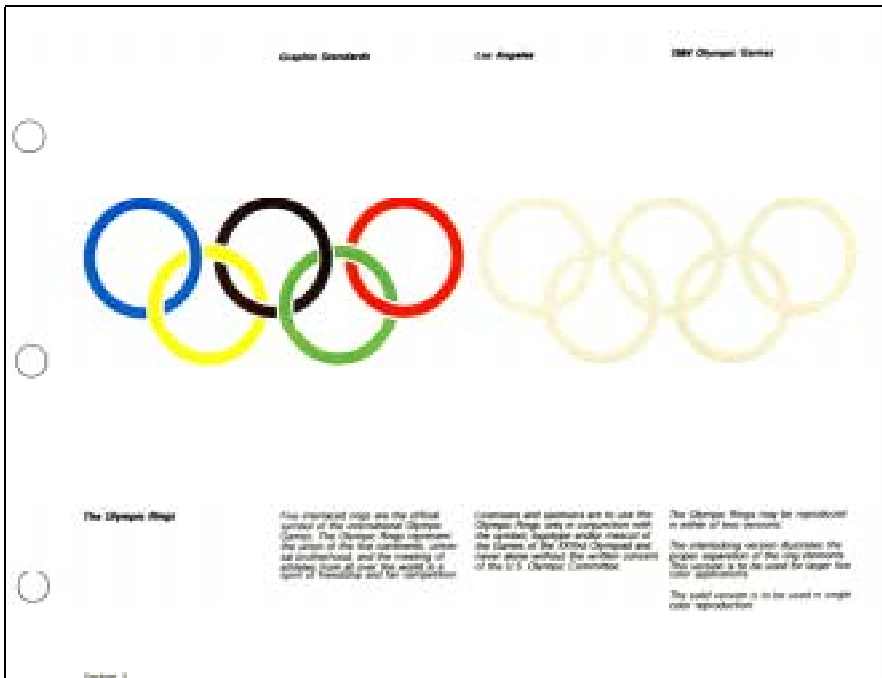
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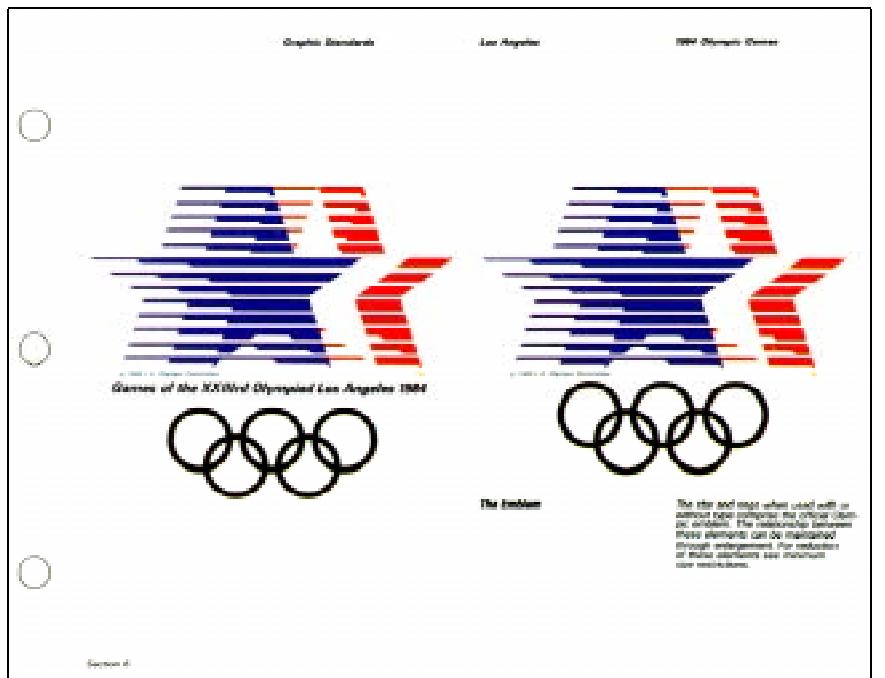
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9 Cover of the "Graphic Standards Manual" ring binder.

10 Star in Motion in matched colors (process color examples are also shown).

11 Star in Motion with grid overlay to aid in handmade enlargements.

12 The symbol shown in all approved color combinations.

13 The Olympic Rings in color and in gray, the only approved versions.

14 The Star when combined with the rings was referred to as "the emblem."

10.03

Mascot: Sam the Olympic Eagle

10.03.1

Concept of the mascot and its use

Mascots have been used beginning with the 1972 Olympic Games in Munich to symbolically represent the Games they are associated with. A stylized beaver called *Amik* was used in Montreal and Moscow created a bear known as *Misha*. The mascot serves to inject a sense of personality into the Games, capturing the styles, traditions and cultures, in an animated form, of the people of the host country. The mascot also serves as a symbol to be enjoyed and understood by youth, whose inspiration is important to the Olympic movement. In addition, an attractive, animated mascot also serves as an appealing commercial item.

10.03.2

Development of the mascot

Major Southern California animation and film studios were contacted by the LAOOC regarding the design of the mascot. Walt Disney Productions was ultimately selected from among three finalists. Emphasis first focused on developing something emblematic of the Southern California area, including such possibilities as the sun, palm trees and seals. Considerations were expanded to include the state of California, whose symbol is a bear, but that idea was soon discarded since the Moscow Games had used a bear mascot. Finally, design development focused on symbols representative of the entire United States and the logical

choice was the eagle. Generally considered a rather stern and aloof bird, a warmer, more friendly eagle had to be created. A short, stubby, cuddly little eagle evolved. He had a large head, bulbous middle section and a protruding derriere accented by an array of tail feathers. Besides serving as the national bird of the host country, the eagle was also universally recognized as an incarnation of the ideals cited in the Olympic motto: "Citius, Altius, Fortius" (swifter, higher, stronger). Since the eagle would have to be shown as a competitor in the various athletic events, the wings were drawn to function as "arms" and the feathers as "fingers." The eagle was designed to work as a costumed character as well as a two-dimensional graphic symbol.

The full-sized costume was successfully used for LAOOC promotional and youth activities. Moreover, *Sam the Olympic Eagle* proved commercially successful, as a doll and on mugs, pins, T-shirts and many other products.

15 Sam the Olympic Eagle (as he appeared in the "Graphic Standards Manual") was developed by C. Robert Moore of Walt Disney Productions and was used almost exclusively by the LAOOC in conjunction with youth activities. He was never used as part of the Look which was developed later. He was, however, extensively applied in licensed products as well as by many of the sponsors and suppliers in their own promotional materials.





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16 Sam appeared as an athlete to represent each sport in the Games of the XXIIIrd Olympiad. These examples were shown in the "Graphic Standards Manual."

1. Archery
2. Athletics
3. Baseball
4. Basketball
5. Boxing
6. Canoeing
7. Bicycling
8. Equestrian
9. Fencing
10. Football
11. Gymnastics
12. Handball
13. Hockey
14. Judo
15. Modern Pentathlon
16. Rowing
17. Shooting
18. Swimming
19. Tennis
20. Volleyball
21. Weightlifting
22. Wrestling
23. Yachting

10.04 Pictograms and other symbols

10.04.1 Concept of the pictograms and their use

Pictograms have been part of Olympic design programs since they were first introduced at the 1964 Tokyo Games. The stylized figures easily communicate information to visitors and participants who have diverse language and cultural backgrounds. New pictograms were designed for Mexico in 1968, Munich in 1972 and Moscow in 1980. Montreal chose to use the Munich pictograms. The LAOC first inquired about the purchase rights of the pictograms used at Munich and later Montreal, but found the price to be higher than the costs of commissioning new pictograms and chose instead to sponsor a competition.

Competitors were narrowed to three Los Angeles design firms which presented three pictograms representing athletics, cycling and swimming, and a fourth of their choosing. A review committee composed of ten LAOC executives selected Keith Bright and Associates to design the full set of pictograms for the Games.

10.04.2 Development of the sports pictograms

The review committee was given a presentation which surveyed the entire design development process used by Bright and Associates in creating the pictograms. Beginning with a critique of the five previous Olympic pictograms, six criteria were isolated as essential to a successful pictogram:

- Clear communication; pictograms, by themselves, should be recognizable by people of other nations.
- Consistency; the pictograms should be identifiable as a set, through uniform treatment of scale, style and subject.
- Legibility and practicality; they should be highly visible, easy to reproduce in any scale and in positive or negative form.
- Flexibility; the pictograms should not be dependent upon a border and should work equally well in a positive or negative form.
- Design distinction; the pictograms should avoid stylistic fads or a commercial appearance and should imply to a worldwide audience that Los Angeles has a sophisticated, creative culture.
- Compatibility; they should be attractive when used with their Los Angeles Olympic design elements and typestyles.

In the development stage, Bright and Associates sought to create pictograms that would be used primarily for directional signing purposes, a critical

factor in the Los Angeles area since the events would be held at a variety of locations. Therefore, it was essential that the pictograms communicate clearly and be highly visible. During the Games, the pictograms served primarily decorative purposes rather than as signing elements, but in 1980, no one anticipated that this would be the case.

In creating the new pictograms, exploratory sketches examined the use of partial figures, realistic figure images and speed lines combined with the figures. It was concluded that partial figures and realistic figures were difficult to decipher and movement associated with the figures made them too busy and impaired legibility. A simple figure composed of 10 fundamental body parts worked well: a circle for the head, an oval for the torso and eight simple parts representing the arms and legs. This modular figure, when placed against a grid pattern, could be recreated in any desired position, effectively portraying any Olympic event.

These new pictograms met the specified criteria. They were easily seen at a distance and clearly communicated their message in a consistent manner using a system of modular forms and a common scale. The system was also practical and flexible, allowing for a variety of positions to be created with a minimal number of design modifications and permitting reproduction in a positive or negative form, with or without a panel or border. The design was distinctive, with the pure, geometric forms creating an idealized human figure which was memorable in appearance and free of stylistic fads.

10.04.3 Registration and copyright of the pictograms

The 23 official pictograms were copyrighted and registered as trademarks by the LAOC in 1981. As set forth in the *Graphic Standards Manual*, "a copyright line and trademark symbol had to appear on every item or printed material on which the pictograms were reproduced. Reproduction of the pictograms on mugs, neckties, scarves and other articles which did not permit a legible reproduction of the legal copyright and trademark symbols, mandated that the information appear on another visible portion of the article. For example, on hats and T-shirts the legal marking and information was placed on a permanent tag visible on the hat band or inside on the neck portion of the T-shirt. Reproduction of the pictograms was restricted to licensees using them on their products, and sponsors and suppliers using them in association with their advertising and promotional activities. Similar regulations were set forth in the *Graphic Standards Manual* with regard to the use of the *Star in Motion* and *Sam the Olympic Eagle*.

17 Pictograms used on the exterior of the Coliseum are in Festive Federalism colors.



Design and the Look of the Games

10.04.4 Usage program for the pictograms

As originally conceived by Bright and Associates, the pictograms were to be used primarily on directional signs on the arterial roadways leading to various Olympic venues. Unfortunately, the pictograms were inadvertently omitted from the roadway directional sign program and their primary function became decorative. At competition sites, the pictograms were used prominently at entrances with large, white, sport-

specific figures placed on a magenta field. They were also used on large banners attached to the ceilings of indoor arenas.

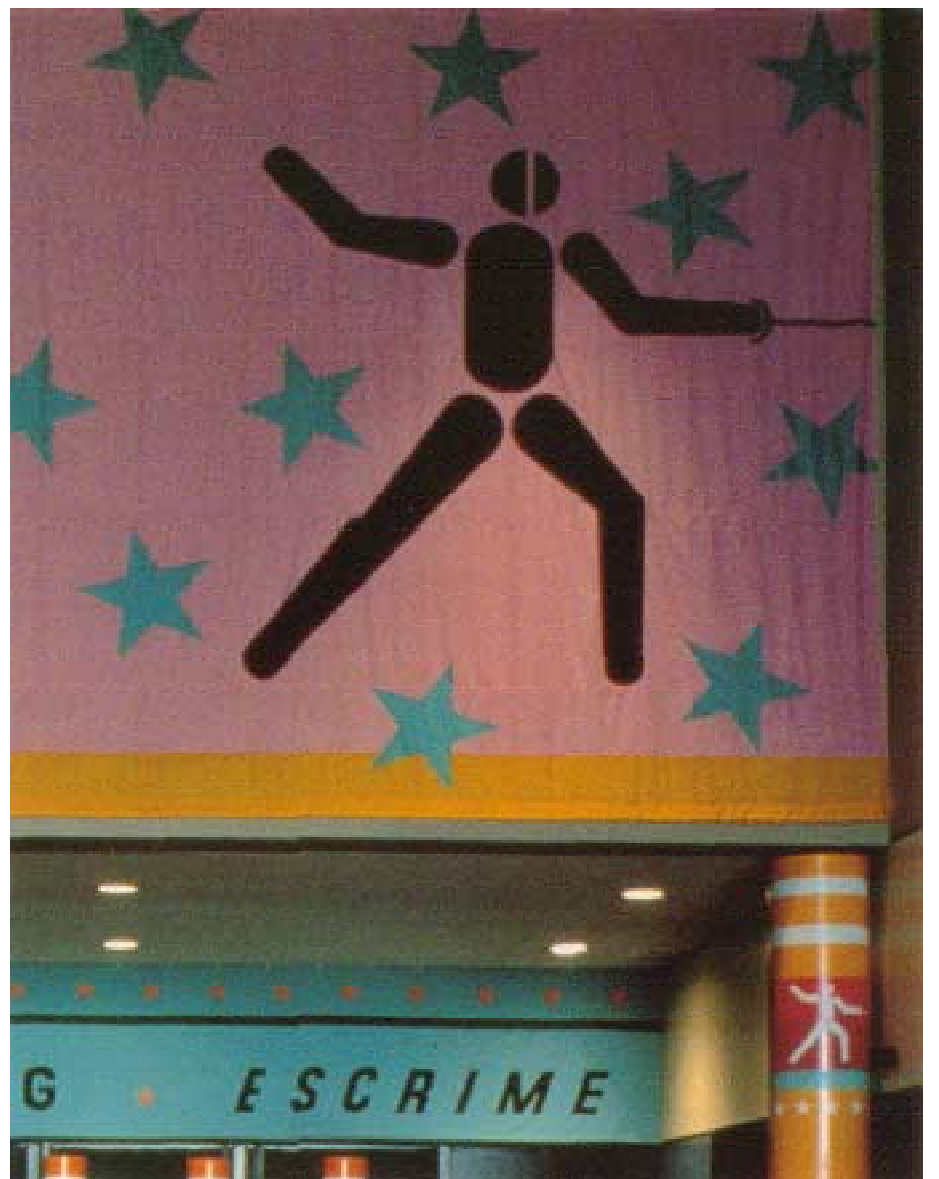
Pictograms were displayed frequently on sonotubes and fence fabric, serving as a decorative reminder to spectators and participants of the particular sport at each site. Pictograms were also used on a variety of Games-related merchandise. Mugs, pins, ties, and T-shirts were a few popular applications.



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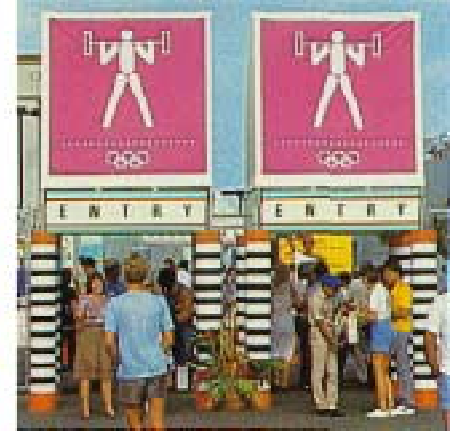
21 Examples of pictograms on fabric and sonotubes at swimming, cycling, fencing and archery venues.

10.04.5
The official type face
and logotype

The typeface chosen for use with the symbols of the Games was Univers 66, a bold modern italic. Other type faces in the Univers family were acceptable for use in headlines, body text and tag lines. The official logotypes "Games of the XXIIIrd Olympiad Los Angeles 1984" and "Los Angeles 1984 Olympics" typeset in Univers 66 could be applied in five basic configurations.



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abcdefghijklmnopqrstuvwxyz
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22 The approved typestyle for the Games was restricted to four versions of Univers, a well-designed, modern sans-serif alphabet. In 1983 the range was extended to include a stencil type and Garamond, a classic Roman style.

23 Photos show use of Univers on signs. Garamond is used mainly on printed materials.

Design and the Look of the Games

10.05 Development of the Look— environmental graphics

10.05.1 Evolution of the Look

In conceptualizing and implementing the overall environmental design program for the 1984 Olympic Games, many architects, artists and designers were involved in creating the innovative program of decorative and symbolic elements. The coordination and organization of the Olympic design program did not commence until the fall of 1982. Prior to this, the LAOOC had taken only the initial, rudimentary steps in this direction. This was achieved through the development of the official Games symbols: the *Star in Motion*, *Sam the Olympic Eagle* and the sports pictograms. These creations helped promote the Games, functioning as symbols which were used in commercial marketing. However, these elements alone could not adequately serve as a foundation for structuring the overall Games design program.

Commencing in January 1982, the LAOOC Look organization had its early origin in an LAOOC-established design center located in downtown Los Angeles. The design center initially came under the direction of the Jerde Partnership (architects) and later, both Jerde and Sussman/Prejza & Co., Inc. (designers). The LAOOC entered into separate consulting contracts with Jerde and Sussman/Prejza, each of which in turn recruited additional firms and individuals to supplement their own staffs.

Initially the design center functioned for the most part independently of the LAOOC administrative headquarters in Culver City, but was under the management control of the Architecture and Construction Department. A creative environment was maintained to offer the designers and architects the liberty needed to experiment with a myriad of concepts in developing a festive Look which would be particular to the Los Angeles Games. The grouping of all Look participants maximized the cross-pollination of thoughts and ideas. The Jerde Partnership was assigned by the LAOOC in early 1982 to design one of two Olympic villages, to convert existing structures at UCLA and create a village with security, residential areas, a main street, entertainment

facilities, welcoming areas, transportation pick-up and drop-off areas and other assorted village functions. By mixing temporary structures with existing facilities, it was planned that the UCLA campus would take on a completely new appearance. To achieve this new Look, Jerde sought the assistance of the graphic design firm of Sussman/Prejza to develop the sign program for the UCLA Village.

Later, the designers took on the responsibility of designing an overall appearance for the Games in coordination with other design firms already employed by the LAOOC. This included John Follis Associates, which first thought of rejecting the traditional red, white and blue "Americana" colors and using instead a pastel selection based on the five colors of the Olympic rings. Follis also experimented with the use of a five-pointed star as a decorative element. In late 1982, Sussman/Prejza expanded those ideas and began working on a new eleven-color palette for the Games. Sussman/Prejza reworked the pastel colors conceived by Follis and settled on a stronger, more vibrant array.

The single most unifying element of the Look was this LAOOC color palette, which ultimately represented the Mediterranean environment of the original Greek Olympics and the festive, celebratory colors of Asia and Latin America. The colors used were: magenta, chrome yellow, aqua, vermillion, light blue, green, lavender, information yellow, pink, dark blue and violet. The colors provided a distinctive visual presence, unifying the diverse sites in the Los Angeles area and presenting the spectators and television audience with color unity from venue to venue.

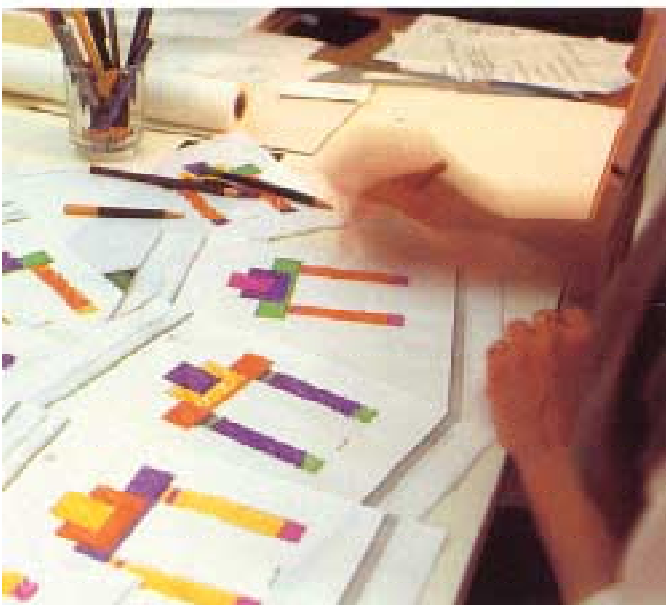
At this same time, the Jerde partnership was completing a catalogue of standard physical elements to be used in outfitting venues and villages for the 1984 Games. At previous Games, architectural designs of monumental landmarks were left to remind future generations of the Olympics. The Los Angeles Games, termed spartan in cost and appearance, called for only a few permanent facilities to be built. Existing facilities were integrated by a kit of simple but repetitively applied parts in the creation of new avenues, plazas, courts, boundaries and corridors which would create new environments within already existing settings. A whole new set of shapes was created based on the predominant use of cardboard, string, tents and bailing wire.



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24 Much of the design development was carried out at the Design Center, a facility that housed a number of the design and architectural consulting firms that were retained by the Organizing Committee. Designers are shown here working on sketches and models. Bottom left is a general view of one of the studio areas in the Design Center.

As the organizational concept of the design program evolved, it became apparent that a catalogue of standard construction and decorative elements should be created. These elements were adopted for use in temporary structures, landscaping, environmental graphics and ceremonies and were composed predominantly of geometric, simplified shapes which were used in combinations by designers at every site. This reduced the need for custom pieces since the kit could be applied in an endless variety of ways. The application of the kit of parts and the philosophy behind its use was set forth in a November 1982 document entitled, "Design Coordination Guidelines." It established that:

"The staging of the Games of the XXIIIrd Olympiad will present the world with a view of a series of events juxtaposed against the highly disconnected, eclectic background of Los Angeles and its environs. The number and complexity of sites dictates a design and planning process done in parts by various players. If the Games are to avoid being perceived as fragmented as Los Angeles itself, their visual presence must be powerful enough to unify the otherwise unpredictable chaos of their diverse geographical parts.

"Los Angeles today in 1982 looks exactly like (sic) it did in 1981 and like (sic) it will look in 1983. In 1984 it must look dramatically different while the Games are being staged. Everything associated with the Games must have a fresh, festive look to it that conveys the temporal qualities of the event. The whole city should look like (sic) a wonderfully colorful invasion of butterflies has descended upon it. "The notion of a 'spartan' Olympics suggests tremendous opportunities to shift the design away from the ego architecture of recent Olympics to wards a more appropriately designed environment that captures the special qualities associated with the Games. An environment whose focal point is clearly the athlete and whose architecture celebrates its temporary qualities in fanciful assemblages of colored fabric and exotic graphics."

The document continued, setting forth a statement of goals for the Look program:

"To develop a visually distinctive presence that reflects the significance, dignity and sheer joy historically associated with the Olympic Games. "To visually unify the geographically diverse sites in a way that presents the spectator and television audience with an identifiable set of elements common to all venues. "To capitalize on the notion of a 'spartan' Olympics by developing solutions that are appropriate responses to the temporary nature of the Games and that celebrate their temporal qualities."

The guidelines concluded by establishing basic design strategies:

"The single most unifying element will be the use of an LAOOC color palette. "Discreet use of both the LAOOC logo and the Olympic rings will ins till a sense of quiet dignity to the way the Games are being run. "The international qualities of both the Games and the host city will be capitalized upon in the graphics and signage whenever appropriate to help create an environment responsive to the participants and excitingly exotic to the spectators.

"Color and form will be used in an informational manner so that the environment begins to demystify itself. For example, information booths would always be tall yellow tents. "Allspace needs will attempt to be first dealt with via existing structures. If additional space is required, temporary structures will be used as necessary. "The temporary facilities (tents) that will be rented for the Games will be 'customized' to take on a physically distinctive Olympic look. This will be done by changing roof pitch, adding graphics and using solid color roof fabrics."

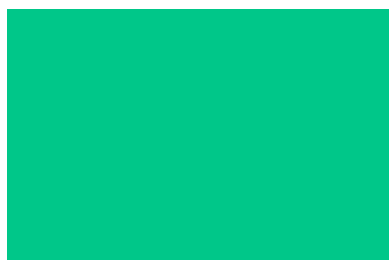


Magenta

25 The final color palette as shown here was tested during the events held in the summer of 1983, a little more than a year before the Olympic events were to begin.



Vermillion



Aqua



Chrome Yellow



Info Yellow



Green



Lavender



LightBlue



Violet



Blue



Pink

Design and the Look of the Games

The above concepts, goals and strategies, together with the kit of parts, provided the foundation for the creation of the Look program and it was through their application that the design of the three Olympic villages, the 30 athletic venues and the 43 cultural venues were coordinated. These concepts were first applied during January 1983 when the IOC Executive Board met with the NOCs at the Biltmore Hotel in downtown Los Angeles. The Biltmore meeting was an opportunity for Sussman/Prejza to experiment with the color palette and other graphic shapes and forms, especially the five pointed star. Given free rein to design the Look at the Biltmore for the meeting, Sussman/Prejza adapted the preliminary outdoor environmental graphics program to the complex indoor surroundings of the Biltmore. It was an opportunity to refine the color palette and its application.

The designers analyzed the color problem first. How would the colors enhance the environment? What other colors would be present in the surrounding environment? What would be the scale of the surroundings? What spirit should the colors project? A refined, subtle application of the colors and designs was produced for the Biltmore.

The color palette and its application was further polished during a number of LA83 athletic events held by the LAOOC. These events gave the Look organization the opportunity to implement some of the early concepts and designs and to determine what was practical in actual application, better paving the way for finalizing the designs of the Olympic venues.

For water polo, the first of the 1983 events, a relatively small decorative budget of \$20,000 was allocated, with explicit restrictions on the use of the color palette for fear it would lose its impact for the 1984 Games. Seeing how little \$20,000 bought, the LAOOC allocated \$125,000 for the swimming events and allowed use of a full application of the colors to test their effect. Although this budget and philosophy of application was approved just six weeks before the event, the decorative elements were designed, contracted, fabricated and installed. An interior venue, Pauley Pavilion, was subsequently decorated for \$82,000 for a gymnastics competition.

Television and photographic coverage of LA83 swimming and gymnastics events confirmed that the competition area was the focal point and that decorations should be placed consistently as a backdrop at all

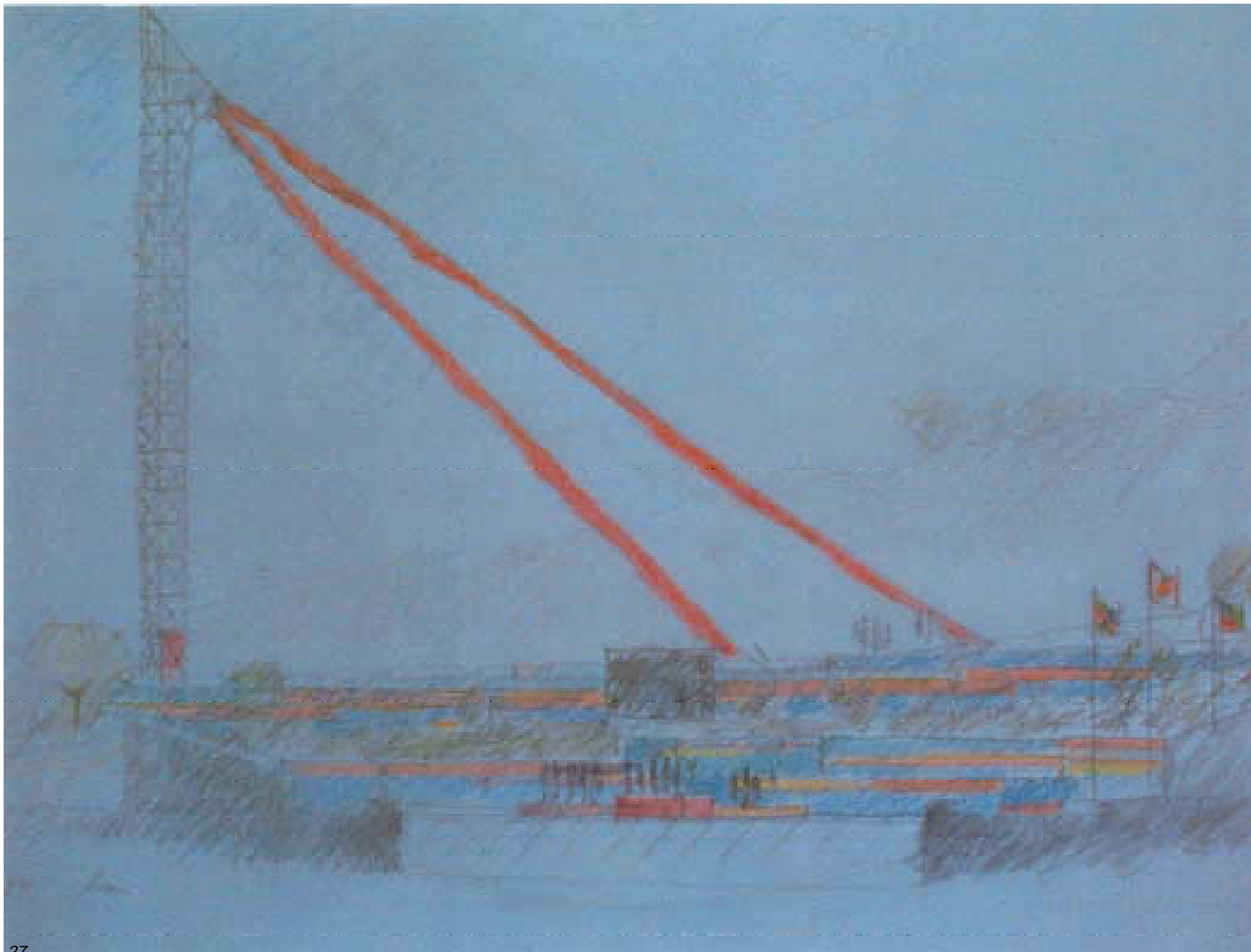
venues. Therefore, great attention was paid to those design elements that would appear on-camera. Star and bar patterns on the railings behind the athletes and podium skirts which appeared in the foreground were given special attention. In all cases, the visual settings for the awards ceremonies were designed with care. Although seldom on camera, decorative banners and flags hanging from the ceiling created a festival atmosphere for the spectators.

26 The new color palette and graphics are also applied at the 1983 ANOC General Assembly held at the Los Angeles Biltmore



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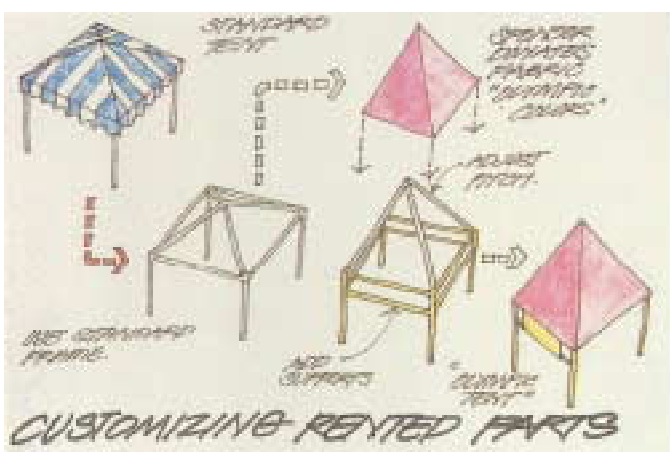




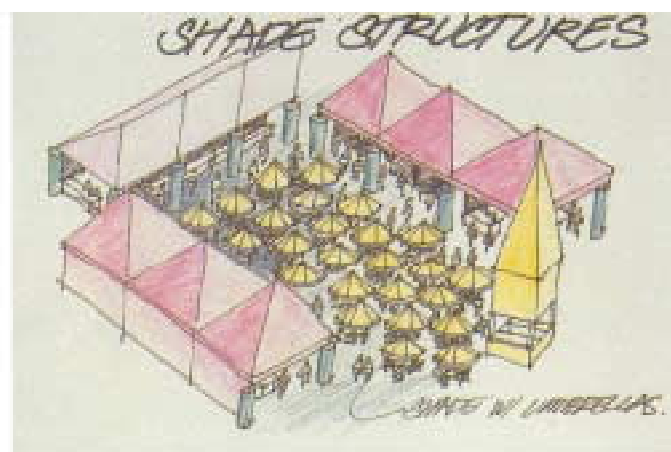
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27 A few examples of the planning studies developed by the Look team at the Design Center. These early sketches will be found to be surprisingly accurate in the later Games photos.

Design and the Look of the Games

By the time the LA83 gymnastics competition was over, the basic elements of the Look had been applied and accepted. The next task was to examine each venue and adapt the various elements to it. Canoeing/rowing and archery competitions were still to be held in 1983 so those venues had their Look designed in the weeks preceding the events. Subsequent refinement of the decorative scheme was put on hold while the venue development process proceeded during the last quarter of 1983.

The 1983 events—water polo, swimming, gymnastics, rowing/canoeing and archery—successfully tested the design of the kit of parts and the application of the color palette. Subsequent to these prototype applications, the Look was refined at the design center in downtown Los Angeles by a group known as the "Design Forum" under Jerde's direction. The Design Forum was composed of the LAOOC staff responsible for design and all contracted design consultants. It was

responsible for developing LAOOC design policies and for coordinating the work of participant designers into visually cohesive results. Jerde envisioned the design process for the Olympics as composing two fundamental parts, architecture and graphics, each with separate roles but also with some areas of overlap. Design direction was coordinated by the two directors managing the groups.

A final, unifying element for the kit of parts was the use of removable construction scaffolding for entry gates and the numerous other structures needed at the venues. The significance of this idea upon the overall Look program was best expressed by the director of the LAOOC Design Department:

"It was modular, strong, flexible, portable, easy to erect and cheap. It was available for purchase or rental in almost unlimited quantities. It was a common, off-the-rack system that perfectly fit the problem. It was the kind of answer that was so direct and yet so broad in its implications that, in retrospect, it seems obvious and simple, not much of an idea at all. But it was the essential key, the single stroke that brought the whole kit of parts for the environmental plan together. It needed to be refined, the bones needed to be beefed up and dressed for the party, but there it was. It was in absolute harmony with the ideas the design forum had, until then, only been able to put into words—a celebration of sport, a circus, a carnival of games, a medieval jousting tournament, an invasion of butterflies. 'It was the first time in Olympic history that there had been a non-monumental design concept for the Games and it fit the climate, the city and the emotive goals like a pair of trunks on Mark Spitz—obvious, practical sexy and slick as a whistle."

28 The prototype of the Look as applied in 1983 at gymnastics, archery, rowing and swimming events proved the effectiveness of the basic scheme and provided guidelines for further development.



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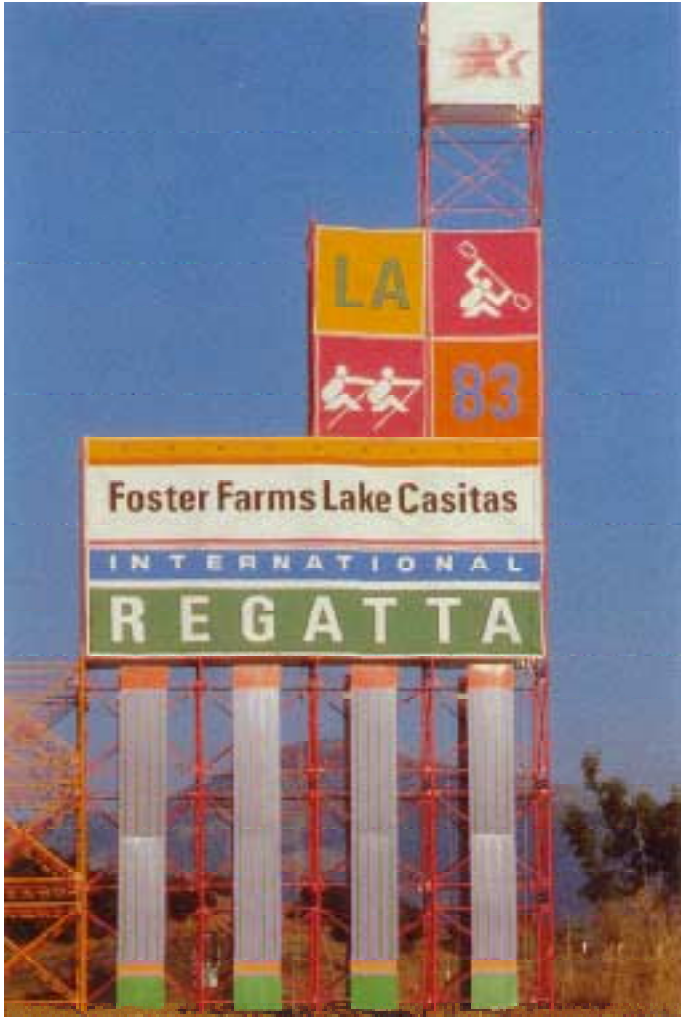
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Design and the Look of the Games

10.05.2 Guidelines for the use of the Look elements

By December 1983, the LAOOC had retained a number of architectural firms to work on the particular competition sites, villages or art festival venues. The venue architects were responsible for planning and coordinating functional modifications, e.g., the construction and mechanical work, fencing, plumbing and electrical needs; modifications to existing structures; and security and fire protection for each site. Overall appearance of each site was the responsibility of a Look coordinator who selected and

arranged all the Look elements, including tents, banners, sonotubes, fabric and overall color applications. An LAOOC staff project architect was appointed to ensure the integration of both the functional and aesthetic elements. Individual designers provided special services which included scaffolding designs, sonotube patterns and sculptural elements which were used at many of the sites.

A design guide poster was created and distributed to the numerous architects, designers and Look coordinators at each site. The poster set forth the basic elements and application of those elements which could be used in creating the Look. It began with an initial decree that: *"Every perception of the Games of the XXIIIrd Olympiad will be a complex array of temporal elements juxtaposed against the highly varied background of Los Angeles and*

its environs. The LAOOC has developed a very strong thematic philosophy for the creation of the Olympic environment that will overlay the city during the Games. An energetic montage of color and form will appear on everything from tents to tickets."

A fundamental building block of the design program was the numerous sonotubes ranging in size from two and one-half feet in diameter by three feet high to three feet in diameter by 20 feet high. As depicted in the Look poster, the tubes were used as decorative columns and frequently served as the supports for lintels and pediments

placed at the entrances to the venue seating areas. These structures exemplified the Greek Doric order with a splash of Minoan coloration and design. The columns were also fastened to the bases of the numerous specialty tents used at the venues, giving them added strength and presence. All tents were shaped and colored according to their function: yellow with a pointed witch's hat roof for information, white-topped shorter tents in various colors for refreshments and novelties and black-and-white striped columns, reflective of Florentine renaissance architecture, topped by a white pictogram on a magenta field for entrance archways. Bunting was used on the walls surrounding the field of play.



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29 *The Look in full bloom at the athletes' villages during the Olympic Games show the final Festive Federalism elements. Top left photo shows disco at UCLA designed by L.A. artist Peter Shire who brought his own interpretation to the Look. Other photos on this and facing page illustrate how scaffolding, sonotubes, tents, banners and graphic elements were orchestrated into vibrant, dancing images and practical and decorative structures.*



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Design and the Look of the Games

Central to the design poster was the section which established the standards for the use of the color palette. The key color for the Games was a brilliant "hot" magenta, which, together with a bright vermillion, clear aqua, rich chrome yellow and a vivid green, were to represent the Southern California spirit. The lighter "Mediterranean" colors were to be used occasionally in large back-grounds. White was used frequently to serve as a dignified link for the various colors. Red, white and blue were rarely used and only when it was appropriate to emphasize nationalism instead of the traditional Olympic internationalism. The colors on the poster were arranged in order of dominance from most used in larger squares at the top to least used in smaller squares at the bottom.

The poster explained the general criteria for applications of the colors as:

"These colors work best when used in combinations of three or more. It is best to form color relationships that are warm/cool, dark/light. The width of the stripes is best when thick ones are next to thin ones and when the arrangement is put on a large field of color or a white field. Do not use light and dark combinations of the same color or the colors in a 'rainbow' arrangement. When using stripes, do not make them all the same width."

With the examples and criteria established by the design poster, hundreds of architects and designers began the task in January 1984 of creating the Los Angeles Olympic Look at more than 75 sites.

A Preview of the DESIGN

for the 1984 Olympic Games

How the Los Angeles Olympic Organizing Committee will transform the city with an exciting program of festive elements.

Every program of the Games of the XXIII Olympiad will be a complete array of integrated elements (architecture, signage, etc.) highly visible throughout Los Angeles and its environs. The LAOOC has developed a very strong thematic philosophy for the creation of the Olympic environment that will envelop the city during the Games. An energetic mixture of color and form will appear on everything from tents to tents.

These brightly painted cylindrical columns will be spotted throughout the competition area. Each of brilliant color combined in different ways produces their play. All quality.

Parade route canopies will be enriched with color and graphics to form environmental gateway, towers and walls.

A Guide to the COLOR

The key color for the 1984 Olympic Games is a brilliant "hot" magenta. This color, together with bright vermillion, clear aqua, rich chrome yellow and vivid green represent the Southern California spirit. The lighter "Mediterranean" colors are used occasionally in large back-grounds. White is used as a dignified link throughout the environment. Red, white and blue is only used on the rare occasion when it is appropriate to emphasize nationalism instead of the traditional Olympic internationalism.

For color specifications, consult LAOOC Design Department at 322-8814.

1. The colors of the poster are arranged in order of dominance from most used at the top to least used at the bottom. Purpose Marketing System (PMS) numbers are listed in table to specify these colors.

2. "Festive Federalism" is the result of combinations of color and pattern in the 1984 Olympic colors. This can be done in paper or a white field or in white, reversed out of a field of color.

3. These colors work best when used in combinations of three or more. It is best to form color relationships that are warm/cool or dark/light. The width of the stripes is best when thick ones are next to thin ones and when the arrangement is put on a large field of color or a white field.

4. The line in the poster appears in one of the 1984 Olympic colors or white on a white color in addition to the red, white and blue patterns.

HOW TO

1984 Olympic Games Environmental Design and Color Manual by Sussman/Prejza © 1984, in collaboration with The Jovite Partnership

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30 Sussman/Prejza's Look Poster was the only printed guide to the Festive Federal scheme. Printed first in January of 1984 and later reprinted, it became a much sought-after and scarce memento of the Games.

Design and the Look of the Games

10.05.3

Physical applications of the colors and the kit of parts

During the LA83 events, four basic sonotube types were used to support the tents: yellow for the information tents, vermillion for hosting tents, green for souvenir tents and lavender for refreshment tents. For the Games, the sonotube types expanded to 112 different designs and were used for a variety of purposes. A separate kit of Look parts developed for the Olympic Arts Festival sites used the same color scheme but varied the scale, pattern and geometric shapes.

In addition to exterior decorations, interior kits were also developed. The kits were comprised of three-foot by nine-foot OAF banners, plain nylon banners, posters and styrene cutouts and were installed in the Mark Taper Forum, Dorothy Chandler Pavillion, Pasadena Center Conference Building, Pasadena Civic Auditorium, Royce Hall, Schoenberg Hall, MacGowan Hall, Japanese-American Cultural Center,

Television Center Studio 9, Bonaventure Hotel, Pasadena Holiday Inn, New Otani Hotel, Los Angeles City Library and Los Angeles City Hall. Kits were given to eight Los Angeles theatres for them to install. Approximately 400 miscellaneous signs were fabricated to supplement existing signs.

The venue owner approval process began 6 April 1984. Proposed designs, installation methods and schedules were presented during weekly meetings at the design center. Two to eight designs were presented at each meeting and the process was completed 23 May 1984, nine days after the first installation. OAF was responsible for getting the approval of venue owners or managers. Then the procurement, installation and maintenance of Look items for 43 Olympic Arts Festival sites began. The objective was to decorate all sites with the consistent Look theme.

By June 1984, the designs for the various venues were complete. The Olympic Arts Festival was the first public unveiling of the Look. A predominantly white field was used in conjunction with fragments of the Look elements: chunks of stars, hunks of bars, pieces sticking out of the landscape.

The athletics venue and the villages were each given a distinctive set of Look features, tailored to reflect the particular events or activities which were to occur at those sites. It was determined that a feeling of greater dignity was needed for some of the events, such as fencing, and the color silver was used with the pictograms to reflect the more formal atmosphere of the final fencing competitions. In contrast, other venues needed to demonstrate other qualities such as vitality, as with weightlifting, where a lively, complex structure, reflecting the dynamism and vigor of the sport, greeted the spectators as they arrived. The swimming, diving and water polo venues were done predominantly in white and aqua with less use of the heavier, hotter colors. This design related well to the cool, light qualities of that sport. Overall, the competition venues projected a more serious, traditional demeanor whereas, in contrast, the villages with a more playful array of colors and elements, communicated a light, frivolous nature.

More complex and refined scaffolding structures than those used at the LA83 events were created. Competition sites received magenta-colored scaffolding; USC Village, aqua; Exposition Park, UCLA and UCSB got white. New three-dimensional elements such as spheres and cubes were added and colored fabric was stretched inside the scaffolding. This brought the scaffold structures alive and eliminated the feeling that they served only as support structures for billboards or signs.

The diversity of elements and colors—tents, sonotubes, scaffolding, lintels, pediments, fabric panels, banners, balloons, flowers, and fencing—came together in a successful blossoming: warm, inviting and festive, expressing a harmony reminiscent of a spring-time burst of color.



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31 Street banners are displayed at all venues and on every major street in the Los Angeles area.

32 Sonotubes and an information tent at the Long Beach Arena.



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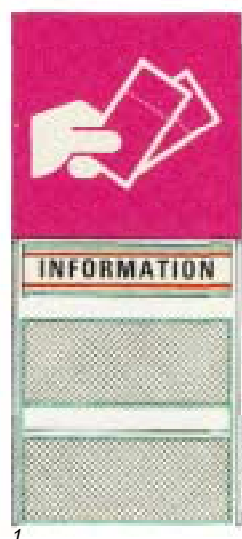
33 Examples of Look at sports venues and Arts Festival sites. Arts Festival sites were distinguished by huge fragments of Look elements.

Design and the Look of the Games

Tents

34 Typical kit of parts tents were designed to meet a wide variety of conditions and needs.

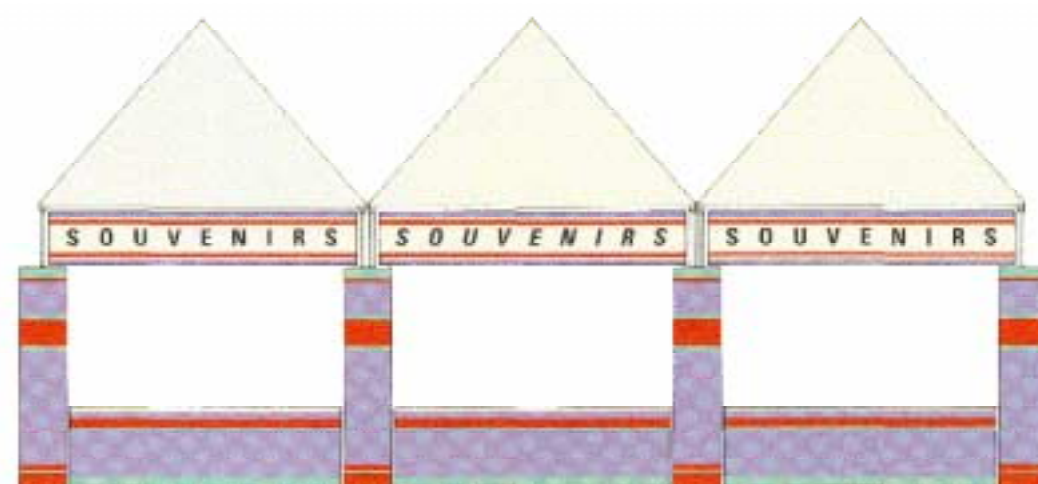
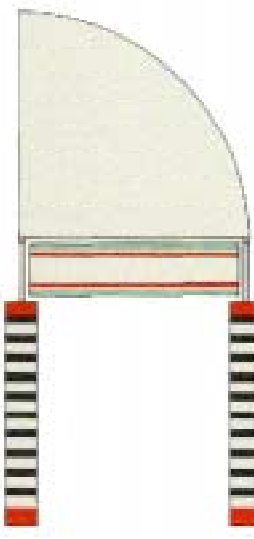
- 1 Information and ticket sales.
- 2 Venue entry for ticketed spectators.
- 3 Souvenir sales stands.
- 4 First aid stations.
- 5 Refreshment stands.
- 6 Refreshment stands.
- 7 Tents for public information use



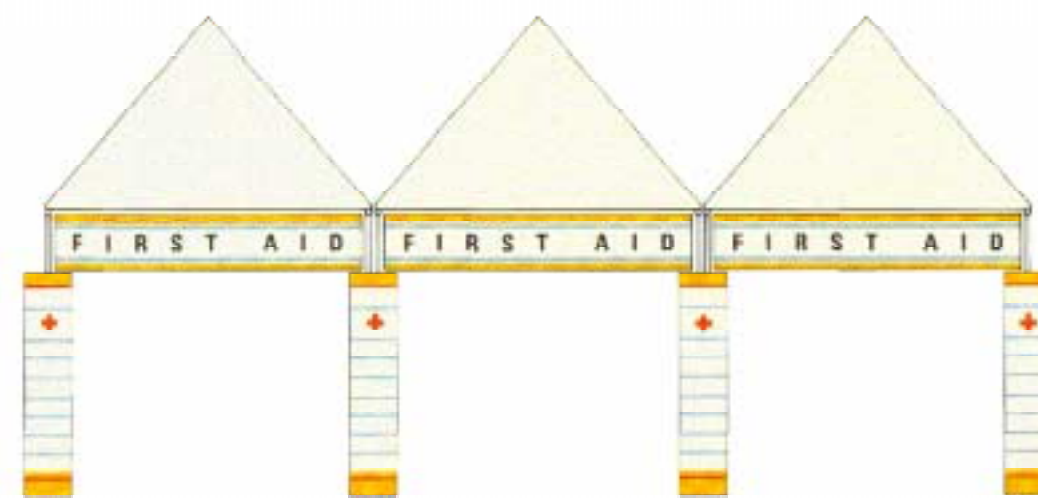
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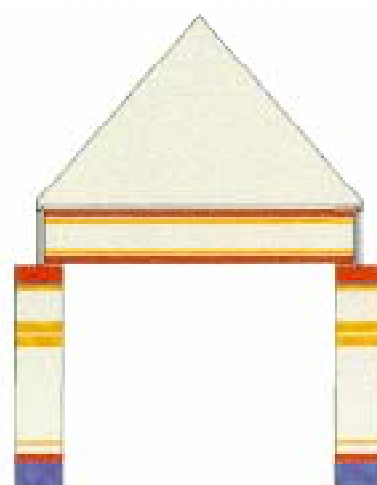
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35 Various applications of tent structures in use during events.



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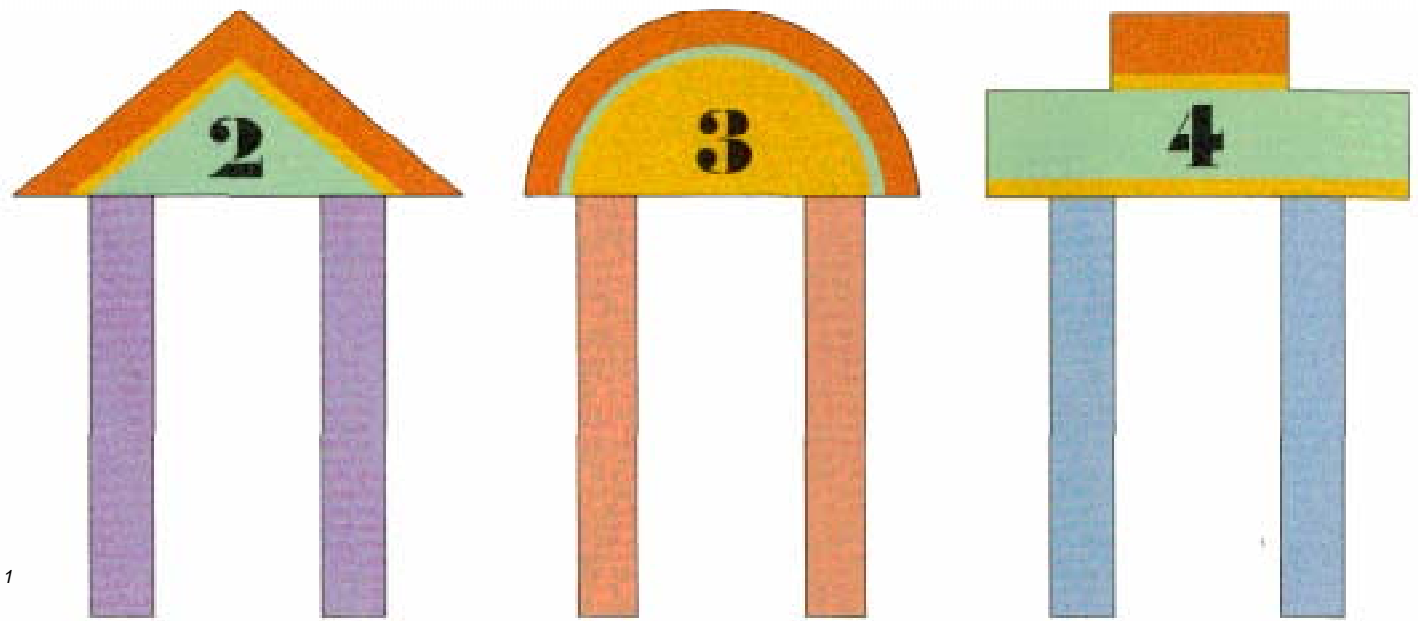
Design and the Look of the Games

Sonotubes

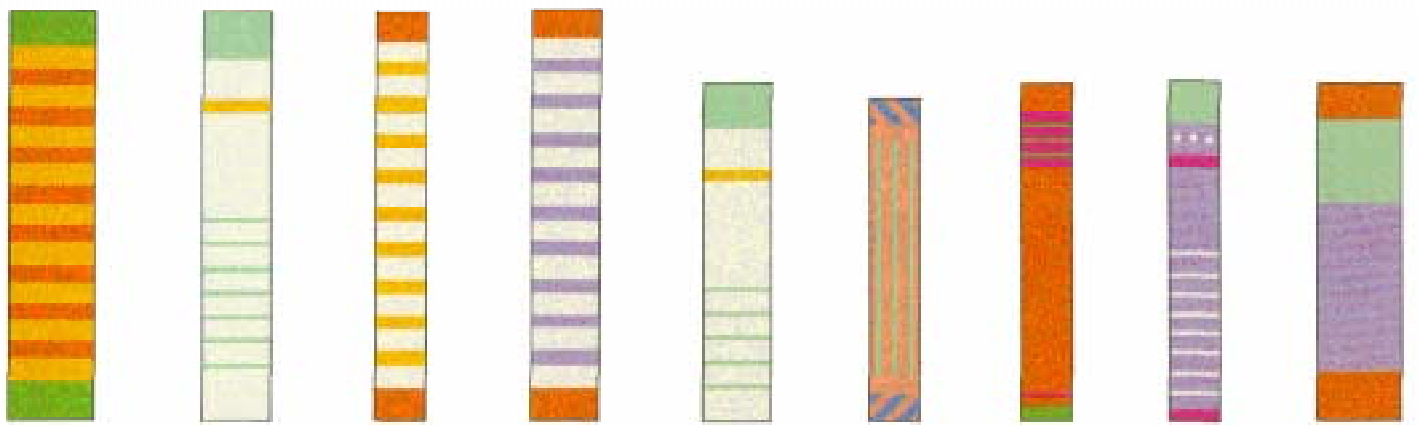
36 There were over a hundred different sizes and patterns of sonotubes in order to meet the very wide range of uses.

1 Gated entry ways into venue seating sections.

2 Sonotubes add color and a festive flair to tents, poles and other areas where decorative elements are used.



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37 Sonotubes as entrees and decorative "street furniture" at venues.



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Design and the Look of the Games

Site furniture

38 Kit of parts elements included waste-containers, benches, umbrellas, tables and chairs, planters, flowers, flags and other decorative and practical materials for the streetscape around and within the venues and villages.

1 Program sales stands have a distinctive look.

2 Concrete benches provided spectator comfort primarily in the Exposition Park area.

3 Even trash cans and large dumpsters are decorated in the Festive Federal pattern.

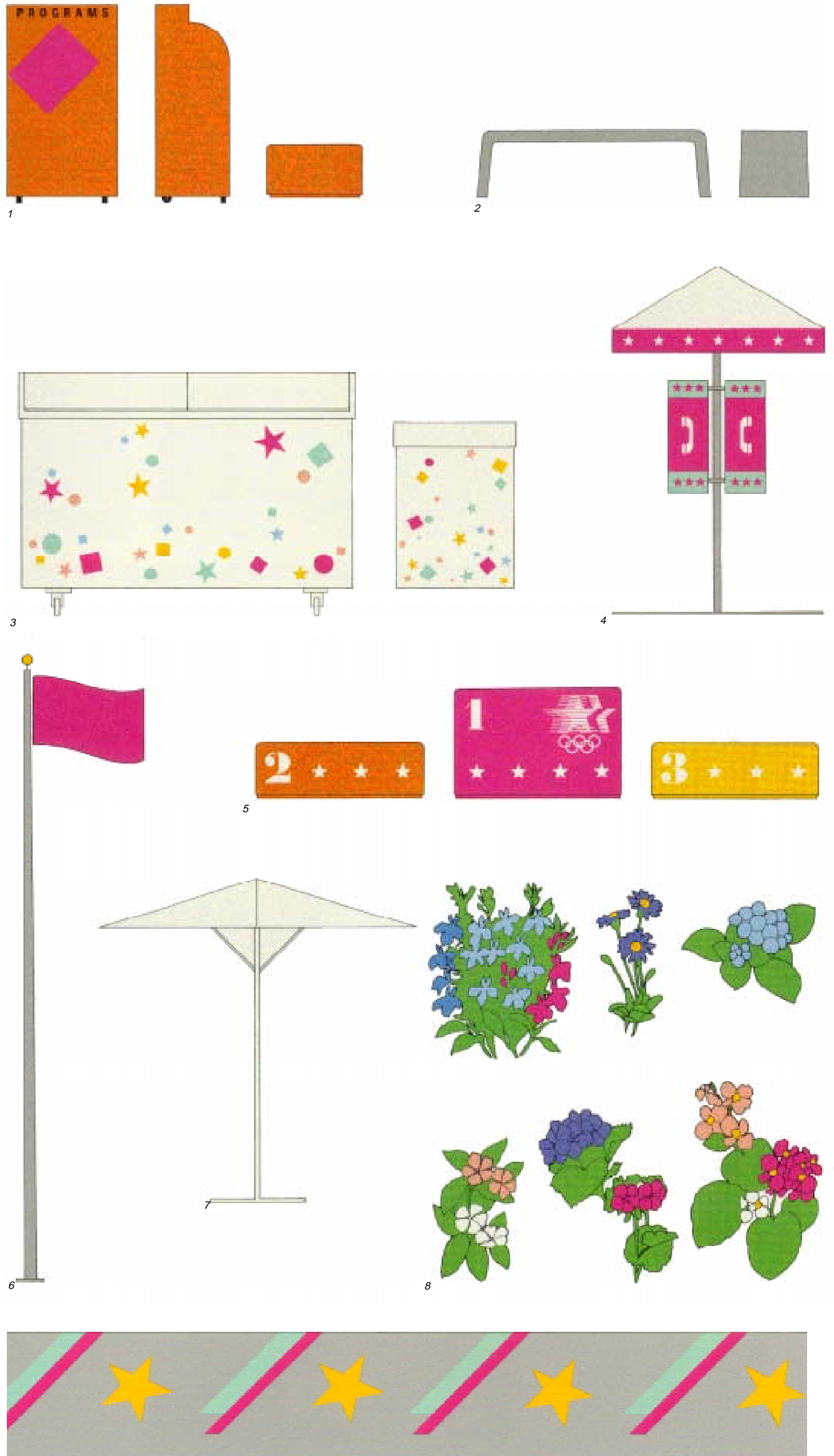
4 Shaded coin telephone stations are easily identifiable.

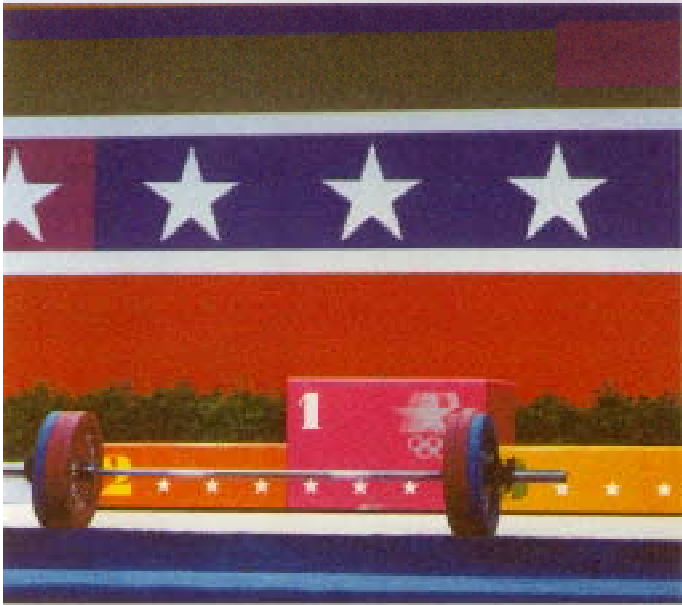
5 The Games' awards stands utilized contrasting colors for each place.

6 Flag poles are an important ingredient in the overall Look scheme, which includes not only IOC and LAOOC flags, but also flags of the nations and of the International Federations.

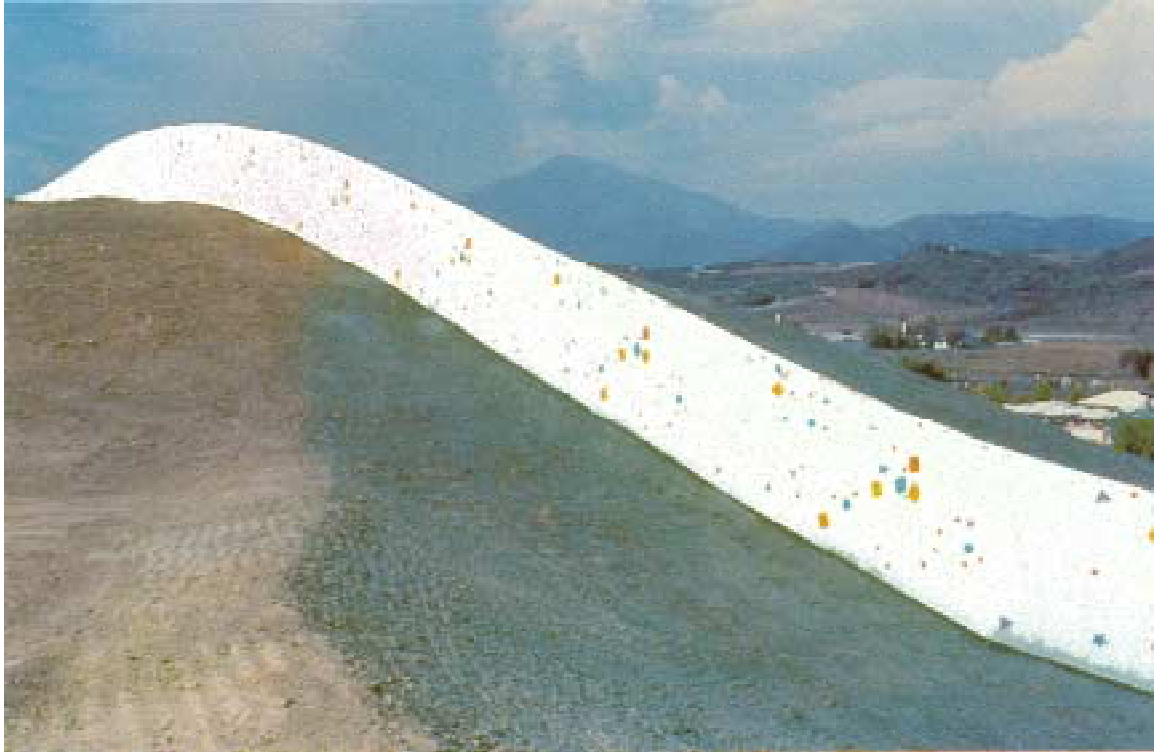
7 Shade structures provide for maximum comfort while taking up the least amount of space.

8 Flowers were carefully raised to provide the peak in color during the Games.





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39 Fence fabric, flowers and umbrellas in use during the Games. Flowers were chosen to be in bloom during the Games and to enhance the Look color palette.



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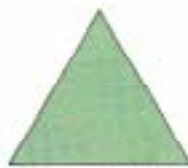
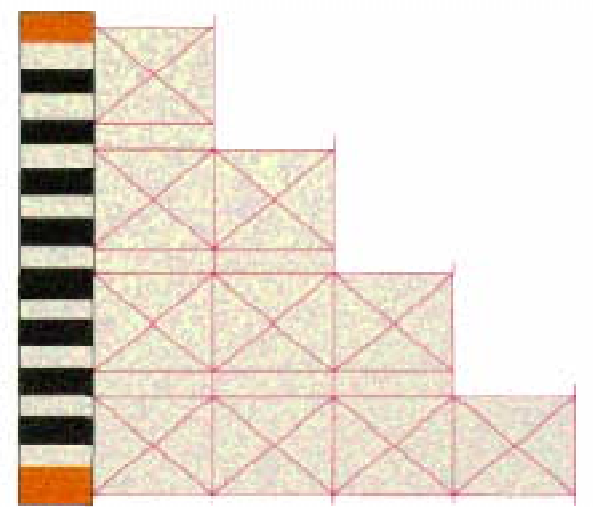
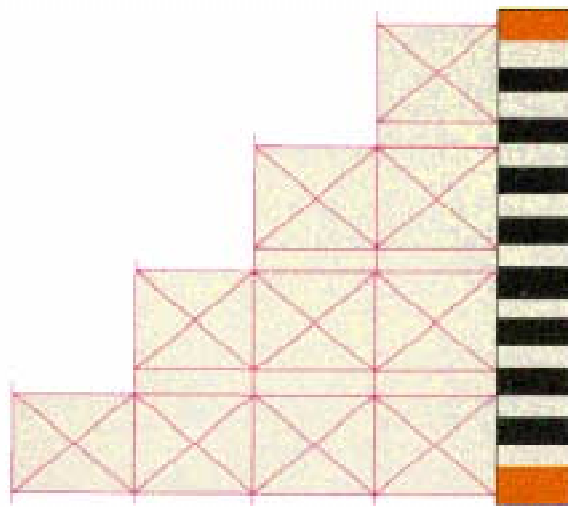


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Design and the Look of the Games

Arts Festival

40 Giant stars, protruding geometric shapes and banners using pieces of the overall Games Look combine to form a unique Olympic Arts Festival pattern.





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41 Examples of Olympic Arts Festival sites decorated with Look and fragment graphics.

Design and the Look of the Games

Banners

42 Kit of parts pennants, flags, windsocks, banners, balloons, and fence fabric were seen everywhere both inside and outside at the Games. Only a small percentage of the individual types are illustrated here.

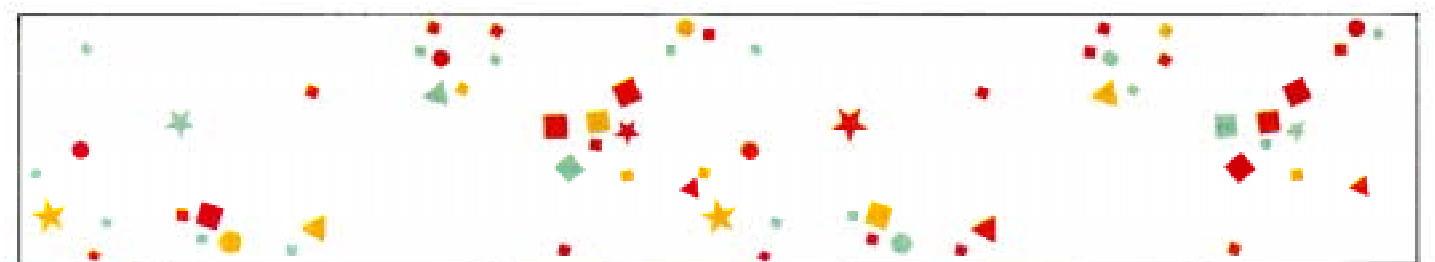
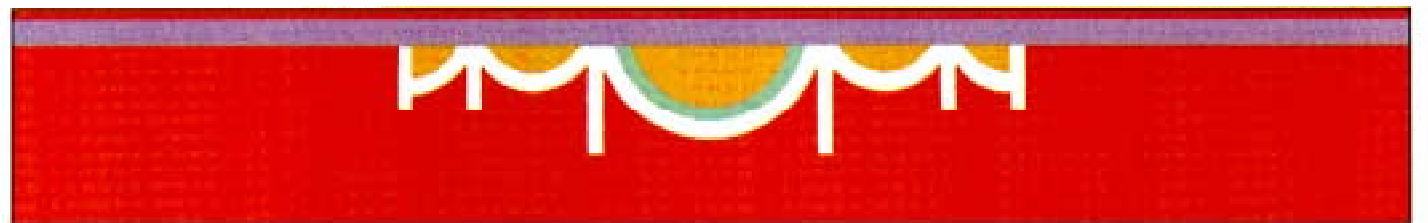
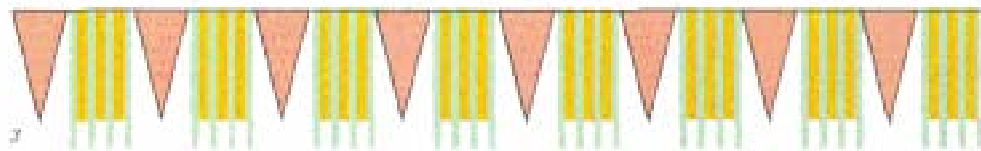
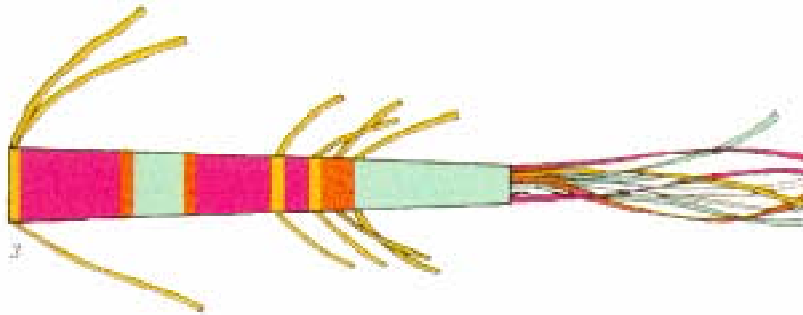
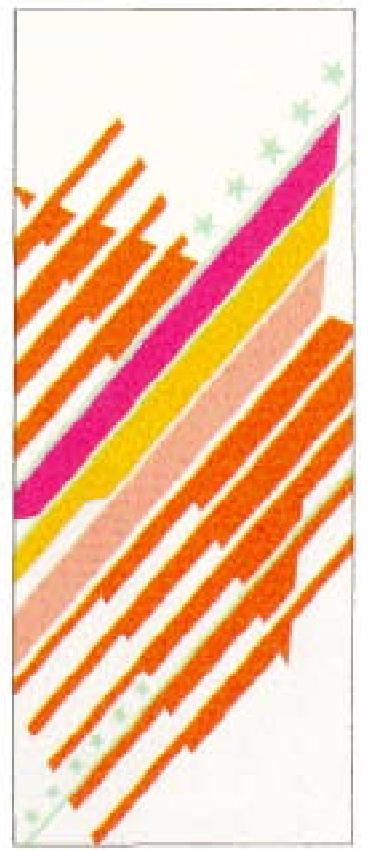
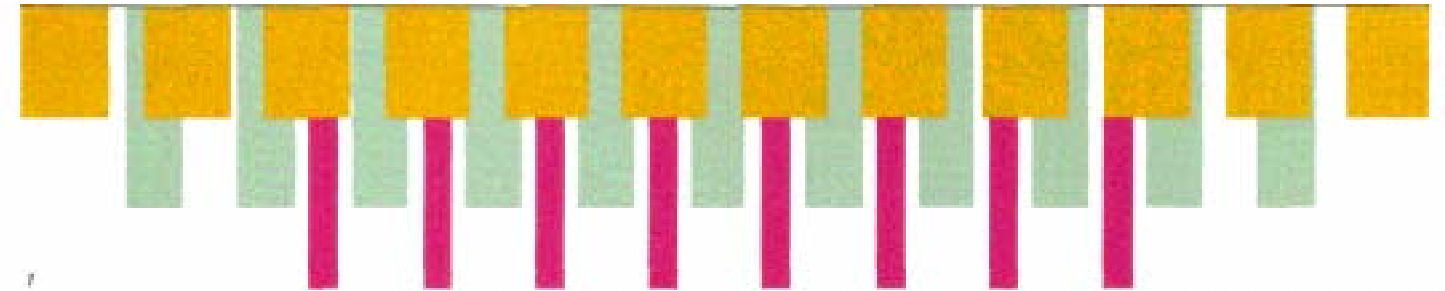
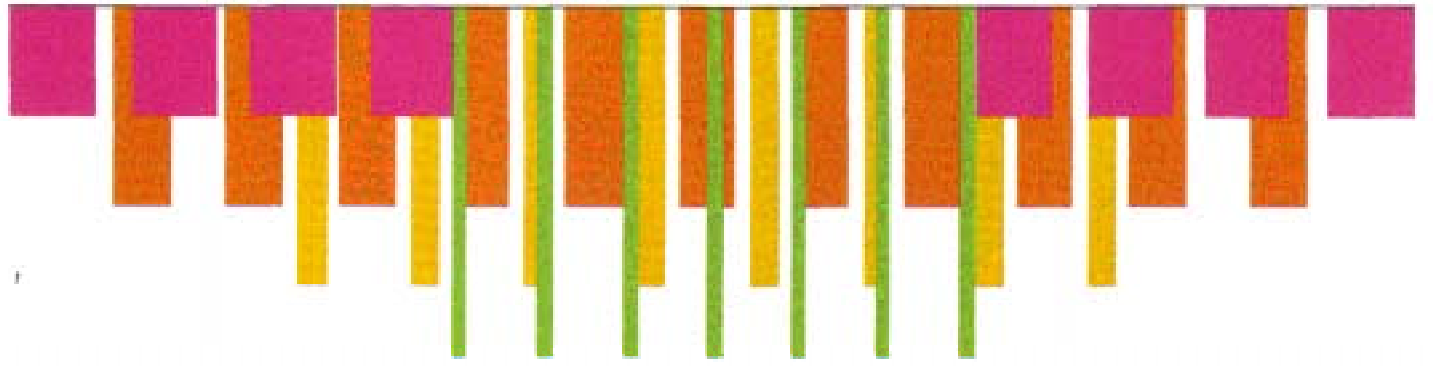
1 Colorful material is arranged to hang from the ceilings of indoor buildings and add to the festive atmosphere.

2 The LA84 logo, Olympic sport pictograms and the Star in Motion are all used in dramatic combinations of color to enliven in door and out door decorations.

3 Windsocks and street stringers are heavily used in Exposition Park and in other outdoor areas.

4 Multi-colored banners utilizing only a portion of the Star in Motion helped to reinforce the feeling of gaiety at Olympic sites.

5 These fence fabrics and wall hangings utilized multi-colored bars of varying widths, painted bunting patterns against a white or colored background or festive confetti to decorate large areas of indoor or outdoor arenas. As an example, the multi-colored bars were installed across the outfield fence at Dodger Stadium.





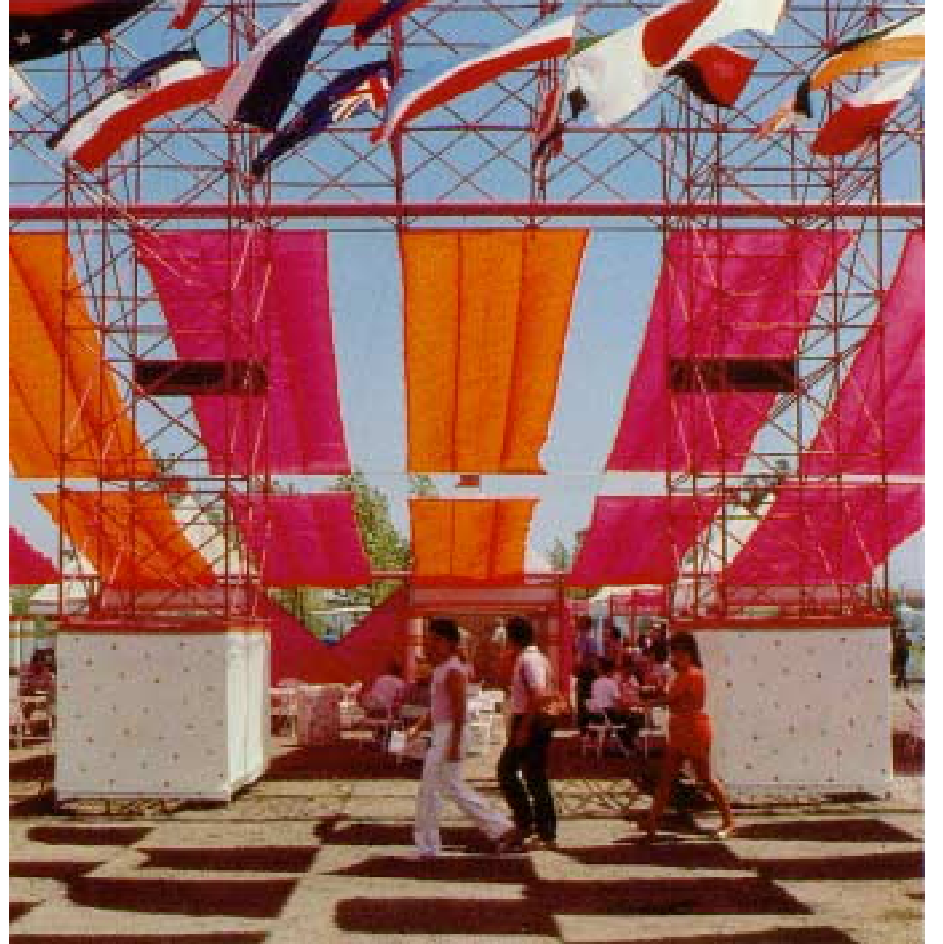
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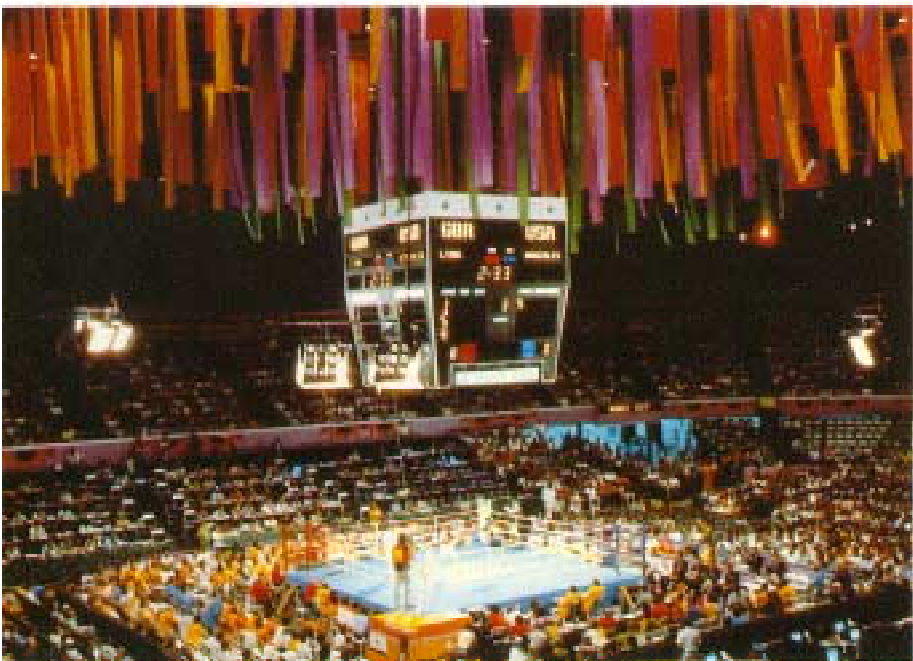


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43 A few typical applications of fabric elements (some wind activated) in interior and exterior uses.

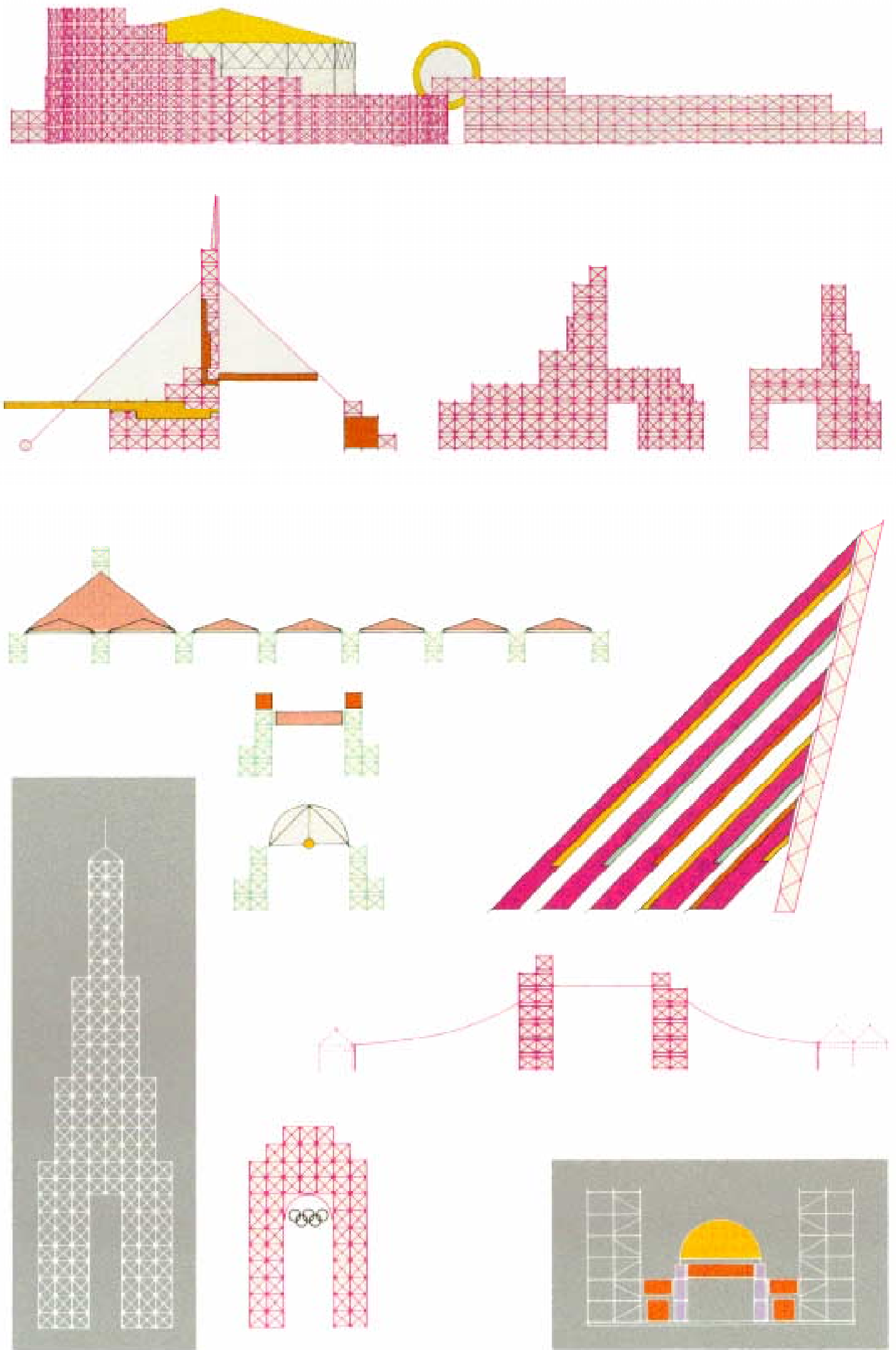


43

Design and the Look of the Games

Scaffolds

44 Scaffolding provides the overriding element for spectators entering the venue and plays host to a number of other elements, including arches, geometric shapes, streamers and glitter boards.





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45 A few examples of some large on-site scaffolding structures. Note similarity of photo at bottom left to sketch shown on page 255.



45

Design and the Look of the Games

10.05.4 Procurement and installation of the Look elements at Olympic sites

Beginning in January 1984 the Look organization began to take on new dimensions as the LAOOC prepared for implementation of the design concepts. A contracts/procurement organization was established to begin locating fabricators, contractors and sources for materiel, in preparation for the major procurement tasks which would ultimately include more than 100,000 Look elements.

The first major Look contracts were executed in February 1984. Those contracts included:

- An initial order of 250,000 yards of nylon in the Look colors; many of these orders had to use special dye lots to precisely match the specified colors.

- Fabrication and installation of 600 specially designed tents to be used at the venues for concessions, information, first aid, ticketing and entries.
- Annual flowers to add color to the venues; these contracts were entered into directly with the growers and set forth the types, colors, sizes and blossom size. The Look organization was responsible for overseeing the growth of these plants to ensure maximum color and blossom at the time of the Games. Growers were required to pinch back the buds on flowers at intervals so that plants would be in full bloom when needed. Over 400,000 quarts of flowers were finally ordered and placed at the venues.
- Painting of 1,500 eight-foot sonotubes; the total number of sonotubes painted ultimately reached a figure of more than 3,500.

As the Look of the 1984 Games continued to evolve, the complexities of the logistics became more evident. Receiving, sorting, distributing, shipping and installing more than 100,000 Look elements took on ominous proportions. To handle this workload, the Architecture and Construction Department created a Look organization in May 1984 consisting of the following major sections:

- Design; responsible for the final design of all Look elements at every venue.
- Procurement/Contracts; responsible for the procurement of all Look elements and for negotiating and administering contracts for their field installation.

- Supplier Quality Expediting Network (commonly referred to as SQEN); responsible for the delivery and quality control of all Look items.
- Warehousing Operations; responsible for receiving Look materials and sorting them by venue priority. Also charged with delivering all materials to all sites on schedule.
- Support Operations; responsible for computer support of procurement, inventory and warehouse operations.
- Look Coordination; responsible for assigning coordinators to the venues to oversee installation of Look elements.

The first procurement task was to evaluate the production time to understand the constraints associated with the procurement process. Serious materiel lead times, for example, existed for the specially dyed nylon fabric required for so many of the flat



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46 Flowers were heavily planted to give ground color at many venues

47 Olympic rings were integrated into the Look and were used extensively throughout the venues. Workman here is shown with rings roughed out of plywood.

48 A workman at the Look warehouse prepares sonotubes for delivery to sites.



48

Look elements. It was clear that the LAOOC would have to order the nylon early to ensure that it would be available when production began. However, by February 1984, design was not complete and therefore no firm estimates of required yardage could be made. A best guess estimate was made, nonetheless; orders were placed for 240,000 linear yards of 60-inch material in the Look colors.

Another challenge was finding sufficient sources to fabricate the thousands of banners and 35 miles of fence fabric. The final designs did not, in all cases, correspond to what the industry was capable of producing efficiently. As a result, the Organizing Committee was dependent on a few

firms that could modify their production facilities to accommodate the long continuous runs of fence fabric and the oversized banners, instead of distributing the work more broadly. An alternate course of action, modifying the designs to accommodate the industry's production capabilities, was not a feasible alternative due to the time constraints.

Installation of Look elements began 25 June at the UCLA and USC Villages with installation at the first competition venue (Rowing/Canoeing at Lake Casitas) starting on 5 July. Installation depended on three primary considerations: the availability of the materials on the dates needed, their timely delivery to the site and the logical installation sequence of the materials. The logistics of this task were extremely complicated because installation took place at 33 venues almost simultaneously.

Planning for this was made even more difficult by the unique nature of the Look elements and the fact that nothing had ever been attempted on this scale before. It was extremely difficult to accurately estimate time and budget money for installation because, in most cases, Look could not be installed until after construction was completed. The LAOOC was faced with an extremely short time schedule and many unknowns relative to construction. Any slip in the construction schedule adversely effected Look installation. The availability of Look materials also was unstable and changes in deliveries as against the planned items required field adjustments. Unfortunately, both construction problems and materiel

shortages affected the installation and contributed significantly to added cost. Even though much of the materiel arrived late because of inadequate production time, all Look items were installed at every venue.

In some cases, many overtime hours were needed to stay on schedule. At Santa Anita, for example, crews of 60 installers worked 24 hours a day for two days to complete the venue on time. This was seven times the original estimate. Over 100,000 installer man-hours were expended in the five-week time frame, which was nearly three times the original estimate.



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49 Workman paints entry elements in Look colors.

50 Seamstress makes custom banners in licensee's workshop.

51 Large "cherry picker" crane is used to install Olympic rings..



51

Design and the Look of the Games

Many of the Look elements for the LA83 summer test events were installed by LAOOC staff members, but, for the Olympics, the many venues, the huge volume of items to be installed and the complexity of the work made it impossible for LAOOC personnel to participate other than as supervisors and managers. To accomplish the Look installation, contracts were entered into with seven local decorating companies, each with responsibility for installing specific venues. The professional expertise of most of these firms was invaluable in achieving a successful installation.

Approximately 30 coordinators were hired, each to oversee installation at one or more venues. The primary function of the coordinator was to complete the design for his venue. Also included in the Look coordinator's responsibilities were:

- Coordination with the warehouse on traffic/schedule requirements
- Verification that Look materials were available when needed
- Design of alternate plans in case of late deliveries or construction delays
- Verification of Look installers' contracts based upon the stated scope of work

The original contracts with the Look installers were based upon a fixed large sum, following a detailed proposal. However, in nearly every case, contracts were later converted to a time and material basis, because of developments that tripled original installation cost estimates. These developments included:

- The actual field installation conditions often differed dramatically from those expected.
- Many of the complexities of the installations could not be foreseen by the LAOOC or the installer companies.
- Material delays required the installers to deviate from their original schedules and to work up to seven days per week and as much as 18-20 hours per day.

- Construction problems and other difficulties caused delays.
- Changes in the scope of work after contract execution but prior to installation added additional work and disrupted schedules.
- Changes in the field requested by venue managers or sports commissioners delayed installations.
- Late delivery of signs added man-hours to installation time.

Upon completion of each venue, the Look organization assigned individuals to one or more venues to maintain and monitor the integrity of the Look during the Games.



52

52 Workmen preparing grounds at City Hall for Mayor's Party.



53

53 Carpenter builds frame for Arts Festival fragment in contractor's shop.

54 Fabric, sign panels and other Look elements at sites for distribution and installation.



52



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The Look in abstract

- 34 Olympic sport venues, support venues and villages were decorated with Look.
- 43 Olympic Arts Festival venues were decorated.
- 20,000 street banners were fabricated.
- 10,000 street banners were installed with necessary hardware by LAOOC on the streets of Los Angeles.
- 10,000 street banners were allocated as gifts to cities other than Los Angeles.
- Approximately 2,300 Look elements were designed.
- 500 shipments from more than 50 manufacturers were received.
- 280 loaded trucks were dispatched from the Look warehouse to the 34 venues.
- More than 110,000 Look items were requisitioned.
- More than 3,000,000 square feet of fabric were used (nylon or vinyl/open weave).
- More than 11 miles (58,735 feet) of glitter strips were utilized for the decoration of scaffolds, stages, award backdrops, etc.
- More than 2,000 flags were procured.
- More than 3,500 spiral tubes (sonotubes) were procured and utilized.
- 600 specialty Look tents (LAOOC-designed) were produced and erected at nearly all venues.
- Approximately 35 miles of fence fabric (mostly open weave but some vinyl) were fabricated and installed on temporary and permanent chain link fence.
- 400,000 quarts of annual flowers were placed at venues.
- Approximately 1,500,000 cubic feet of scaffold structures were erected.
- Roughly 20,000 informational and directional signs were placed.
- 24 (13-foot) helium filled balloons were placed at venues.

Entrance theme scaffold decorations included:

- 300 three-foot stars and circles
- 120 spheres (42-inch diameter)
- 60 cubes (36-inches)
- 500 hardwood panels
- Thousands of other soft flat decorative panels
- More than 200 specially designed canopy shade structures utilized for decorative and shade purposes
- 100,000 man-hours expended to install the Look



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55 Workmen had to work quickly to finish Look installations on very short schedules during the time venues were turned over to the Organizing Committee. A few are shown here painting rings and installing Star fragment at an Arts Festival site and scaffolding being erected.

**10.05.5
Installation and use of Look
elements at non-Olympic sites**

An important element of Look was the \$1.3 million LAOOC Street Banner Program. The objective of this program was to decorate the streets of the city of Los Angeles and other outlying cities to announce first the arrival of the Games and then that the Games had commenced.

In April 1984 the LAOOC decided to implement two distinctive banner programs. One was aimed at the city of Los Angeles and the second at other Southern California cities.

**The Los Angeles City
Banner Program**

Seven thousand fifty banners of 12 basic variations off of a three-foot by nine-foot design and two four-foot by twelve-foot designs were produced. The LAOOC provided for the installation and removal of the banners and associated hardware throughout the city. The banners were concentrated in areas approved by the Los Angeles City Council, including the airport and Westchester areas, the UCLA area, Pan Pacific Park, the Wilshire/Olympic corridor from Santa Monica to downtown, the USC/Exposition Park area, the Jefferson/Exposition Boulevard corridor, all of downtown, Dodger Stadium and the area surrounding California State University at Los Angeles.

Actual installation of the banners commenced 28 May 1984 and was scheduled to be completed no later than 14 July 1984. It took an average of five minutes to install each banner. Prior to completion of the installation, an additional 4,046 banners were produced to supplement areas already decorated and to decorate additional areas of the city (San Fernando Valley and south central Los Angeles). Two banner designs were added and three alternative companies fabricated the additional 4,046 banners.

In the original concept, the 11,096 banners and hardware were to remain the property of the LAOOC. However, following the Games, the LAOOC gave all the banners and associated hardware to the City of Los Angeles in return for the city's promise to remove them.

**Non-Los Angeles City Banner
Program**

Ten thousand banners were purchased for this program. The Community Relations Department chose six of the 12 different three-foot by nine-foot styles designed for the Los Angeles program. This program differed from the Los Angeles program in that banners allocated to other Southern California cities were to be installed and removed—hardware included—by those cities.

The design of both banner programs was directed by the LAOOC Design Department and created by Hinsche & Associates working from preliminary designs developed at the Design Center. Hinsche was also given the responsibility of surveying the Los Angeles locations to determine street standard types (300 total) involved and the sequencing of the banners. The banners were made, using a combination of seven colors (aqua, vermillion, magenta, chrome yellow, green, lavender and blue). In addition there were four three-foot by nine-foot silkscreened banners. They were:

- Stars and confetti; Olympic Arts Festival (OAF) banners used to introduce OAF sites
- LA84 banners; two variations
- *Star in Motion* banner
- Plain banner with the Olympic rings imprinted

This banner program, perhaps the largest in history, consisted of more than 21,000 banners, covering 125 miles of streets in Los Angeles alone. The LAOOC purchased 84,000 yards of special nylon for use on Los Angeles streets, 4,000 yards for Olympic Arts Festival venues and 100,000 yards for other Southern California communities. The logistics of overseeing fabrication, delivery, receipt, sorting, distribution and installation of the banners in a compressed time schedule were monumental.

The two programs were managed independently from one another after the designs had been completed under the direction of the Design Department. The fabrication of the banners for both programs was handled by the LAOOC Architecture/Construction Department. The receiving, sorting and installation of the Los Angeles city banner program was managed by the Architecture/Construction Department, while the distribution of the banners to other non-venue cities was managed by the LAOOC Community Relations Department.

Among the problems of the program were:

- The late decision to finally implement the banner program in April 1984 placed production restrictions on the program, thus allowing only one manufacturer to meet the LAOOC delivery schedule.
- Although the nylon used for the banners had an ultra-violet inhibitor chemical in the fabric, the LAOOC colors were sensitive to light and faded quickly in the bright Los Angeles sun.



56 The street flag and banner program included a variety of types which were intended to be "mixed" when hung from light standards throughout the city and environs. A sampling of banner and pennant styles are shown here.



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57 Although planned and executed at the last possible moment in April of 1984, the Flag and Banner program was an instantaneous success as the banners went up almost overnight to the acclaim of everyone who saw them.

10.05.6

Applications of the Look to signs

An Olympic sign program was developed to direct both vehicular and pedestrian traffic, to identify destinations for both, and to instruct and inform all users of Olympic venues. The sign program needed to meet several aesthetic and practical goals: It had to be integrated with the Look, it had to be decorative as well as informative, and it had to be visually unique to avoid being confused with existing signs in and around the Olympic facilities. The colors, stars, bars and confetti that would serve as background to the messages would make them readily identifiable to the public as Olympic information.

The program needed to be flexible and modular, and required a minimum number of installation parts, which still presented some resistance to Olympic souvenir collectors. Sign colors took on the additional function of identifying major sign types:

- Automobile directional; aqua with magenta
- Pedestrian directional; information yellow with vermillion
- Pedestrian information/identification; aqua with vermillion
- Athlete bus system; violet with vermillion
- Media bus system; chrome yellow with magenta

For the athletes and Olympic Family the messages were printed in French and English—the official Olympic languages. For spectators, more than 90 percent of whom were from the United States, the messages were in English only. Two typefaces were chosen to distinguish between the two languages used—English was presented in Univers 67 and French in Univers 68 (italic). To aid communication, recognizable international pictogram symbols for “no smoking,” “first aid,” “men,” and “women” were used.

The design called for inexpensive and readily available materials and methods of manufacture. The primary material selected for sign blanks was high impact styrene, a rigid but flexible, weatherproof and washable plastic which could be easily silkscreened.

Structural supports were made of standard height hollow-core doors and fiberboard panels. Connections and installation methods were simple and the use of tamper-proof bolts and heavy concrete bases kept theft to a minimum.

Seven basic types of signs were used:

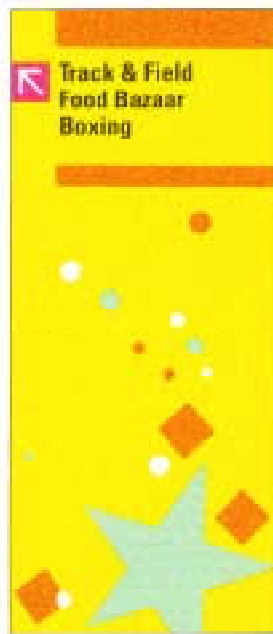
- Sonotubes were used to designate residence halls and bus stops and were often decorated with confetti or spatter.
- Fiberboard panels and hollow-core doors were used for directional signs in the villages and venues.
- Styrene signs, usually two feet by three feet in size, were the most commonly used. These signs normally displayed a functional message and were used predominantly for signing in at the athlete areas.
- Tent valances placed along the top of refreshment, information and village specialty tents carried identification nomenclature. The tents themselves were produced in a variety of coded colors.



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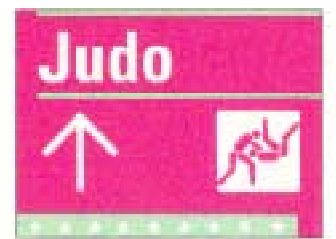
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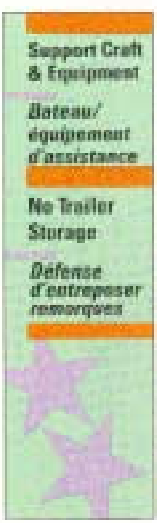
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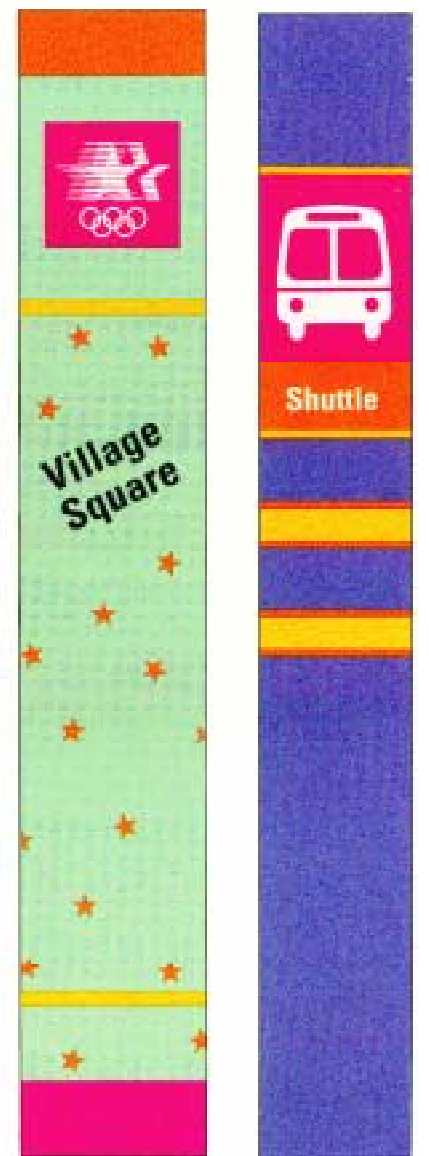
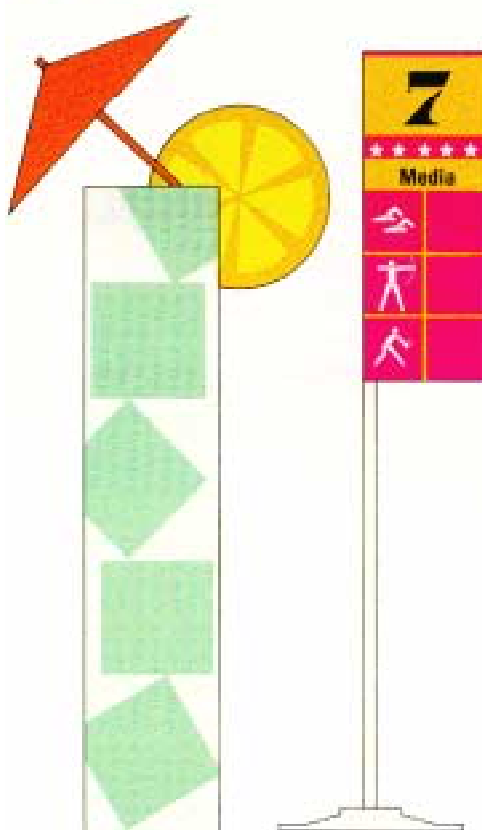
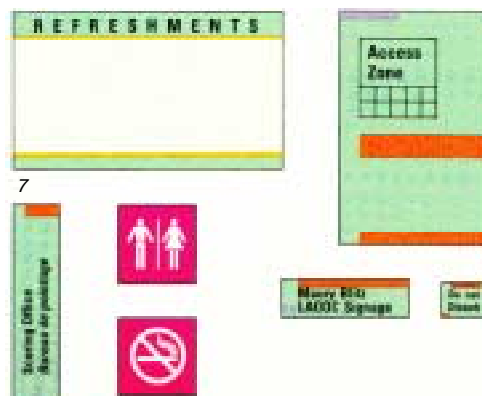


- Sandwich board signs were used predominantly for transportation.
- Pictogram signs were used in the athlete dining areas and to identify restrooms, first aid areas, etc.
- Both flat and triangular cardboard signs were used for desk-top models.

Signs

58 The kit of parts included a limited set of standard sign panels, sonotubes, etc. that were planned to meet an extremely wide range of uses.

- 1 Freeway signs are four feet high and 15 feet wide.
- 2 Hollow doors are painted in Festive Federal schemes and overlaid with pre-fabricated signs and secured by concrete feet.
- 3 An 8-foot-high pedestrian directional sign.
- 4 Eight-foot-high automobile directional signs showed the way to parking spaces.
- 5 Street signs assisted spectators on their way to individual venues.
- 6 A 6-foot-high pedestrian directional sign using pre-fabricated signs overlaid on a decorated hollow-core door.
- 7 Menu boards show the Festive Federal Look.
- 8 Fifteen-foot-high sonotubes are used for identification of specific areas within villages and venues.
- 9 These 15-foot-high sonotubes indicate bus stops at venue and village terminals.



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59 A large custom sign at UCLA athlete bus terminal.

60 Pedestrian directional signs are bilingual.

61 Sonotube becomes a toothpaste tube sign.

62 Examples of pedestrian directional signs within USC Village.

63 Vehicular directional signs are in English only.

Design and the Look of the Games

10.06

Print graphics

10.06.1

LAOOC Design Department

The LAOOC Design Department was located in the Administrative Headquarters and was responsible for the design and production of all printed materials, as well as off-venue environmental projects, the official medals and medallions and other miscellaneous design projects.

From 12 December 1983 to the Games, the Design Department consisted of a director, department manager, senior design coordinator, eight project and design coordinators, a secretary, a clerk and three production artists. The department initiated, budgeted, planned, assigned and directed all graphic design tasks for the LAOOC. The department's production art group prepared in-house and fast turn-around jobs, while all other design work was assigned to independent consultants.

The Design Department had creative responsibility for such projects as: the design of the eight Olympic medallions;

a series of regional billboards calling for volunteers and promoting the Olympic Acts Festival; nine ticket offices, tickets and ticket brochures; award and commemorative certificates; numerous sport manuals; more than 400 sports scoring forms; posters; pins; accreditation materials and badges for participants, officials and press; the extensive street banner program; the daily results "Olympic Record" published during the Games; souvenir programs for the Opening and Closing Ceremonies; and hundreds of other design projects including package design and the layout of many advertisements.

One of the largest tasks charged to the Design Department was the design and production of approximately 450 individual sports scoring forms for use during the Games. Begun in January 1984, this project was done entirely within the department by three production artists. Every form for every sport and individual event was different; some required multi-color coding and most were multiple-part. The coordination and information gathering alone was very demanding, but the final product was found to be nearly 100 percent accurate. Total final outlay in salaries, typesetting and other costs was approximately 60 percent below the lowest proposed outside bid on the project.

Administration forms per sport

Sport	Forms
Archery	10
Athletics	20
Baseball	6
Basketball	8
Boxing	17
Canoeing	14
Cycling	20
Equestrian Sports	1
Fencing	22
Football	4
Gymnastics	59
Handball	5
Hockey	6
Judo	8
Modern Pentathlon	16
Rowing	7
Shooting	13
Swimming	38*
Tennis	6
Volleyball	12
Weightlifting	6
Wrestling	5
Yachting	126
Athlete registration	21
Officials	1
Total	451

*Includes swimming, diving, water polo and synchronized swimming

As previously discussed, the LAOOC was committed to an overall, consistent Look for the Games. To carry out this mandate, the Design Department used the same design elements, colors and typography that were developed for the environmental

Look in all of its print graphic design projects. As a result, Olympic visitors saw the same festive colors and graphic elements on everything from tickets to banners.

The Design Department also carried out several major non-print projects. The largest of these, done in cooperation with the Architecture and Construction Department, was the design and simultaneous installation of nine Olympic Ticket Centers. These ticket centers were in full operation in major shopping centers on 1 June 1984, only six weeks after the project was initiated. Later, a number of Ticket Faires were staged to sell tickets still available for Games events. These Faires were staged at Santa Anita and Hollywood Park Race Tracks in mid-July and the Design Department decorated the facilities, designed the signs and oversaw the installation of these projects virtually overnight.

Another major environmental project initiated by the Design Department, then passed to Architecture and Construction for production and installation, was the previously mentioned Street Banner Program. Finally, an unusual project was the design and decoration of the Mayor's Olympic Party held at Los Angeles City Hall. This task included not only the design of the invitations and gifts for the guests but also the exterior decoration of the building, the corridors and the surrounding grounds.



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64 During the Games, the Look appears in many surprising and unlikely locations. Shown here are extensive decorations on City Hall including several large "fragments" at the very top of the building.



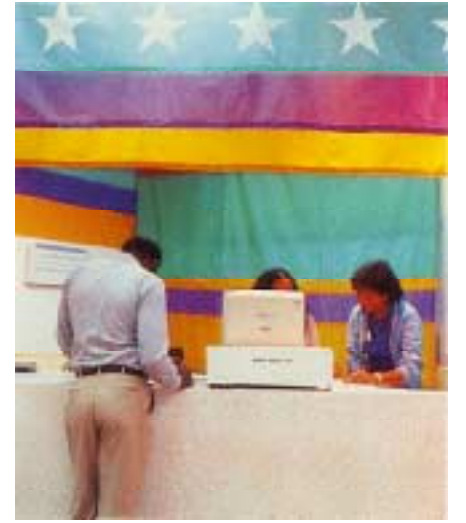
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65 Olympic Ticketing Centers were designed and installed, ready to operate in less than six weeks. The nine installations, all in major shopping centers in the L.A. area, are used to sell tickets. Photos illustrate use of Look elements.

66 One Ticket Center is installed in a brightly disguised construction trailer, a shopping center parking lot.



66

Design and the Look of the Games

10.06.2 Development of the print graphics program

The print graphics program did not embrace the Olympic Look until late 1983 when a new department director joined the Committee and reorganized the Design Department. Prior to this date, most print graphics projects did not present a consistent look. Many early efforts made frequent use of LAOOC symbols: the *Star in Motion*, *Sam the Olympic Eagle* and the sport pictograms. Other early publications, such as the materials prepared for the January 1983 IOC Executive Board and NOC meeting in Los Angeles, made use of a stylized Olympic torch and a dignified gray color. Even materials produced for the LA83 events such as programs and ticket brochures did not incorporate the existing environmental Look program.

The scope of the print graphics program was very broad which made it difficult at first for many of the designers to apply the environmental Look program. Since the designers felt that the color application looked cheap when overlaid on a white background, a gray was used instead of white. Even though gray was not part of the original color palette, its application on the print graphics was accepted since it gave the pieces a more polished, professional look.

What had begun as a disorganized program, given little early attention by the LAOOC, became a well-coordinated effort adapted to the overall Olympic Look. A few print graphics pieces diverged from this Look for specific

reasons. Commemorative and award certificates, for example, were considered formal and classical, intended to exhibit an elegant and lasting quality in contrast to the ephemeral nature of the Look. The Opening and Closing Ceremony programs did not embrace the Look, since those events were perceived by their director as "different" from the other Games events. Opening Ceremonies, as a formal, proper, and stately event, suggested a very clean, orderly program to be preserved as a valued memento. A Picasso drawing on the cover echoed the theme of the ceremonies and was combined with a dignified interior format. The Closing Ceremonies program was also planned to reflect the specific mood of that event. The cover was a montage reminiscent of Hollywood, with photos of the Coliseum, the Olympic gold

medal and assorted Games graphic elements. Other than these exceptions which did not incorporate the typical colors and designs of the Look program, the overall design effort was very consistent and successful. All the department assignments were accomplished on time, under budget and the functional and aesthetic goals were achieved. The only fundamental shortcoming of the graphics program was that management attention to the program and the overall Look came so late (late 1983) that many earlier pieces were not designed within the Look format and some later design efforts became rushed in their application.



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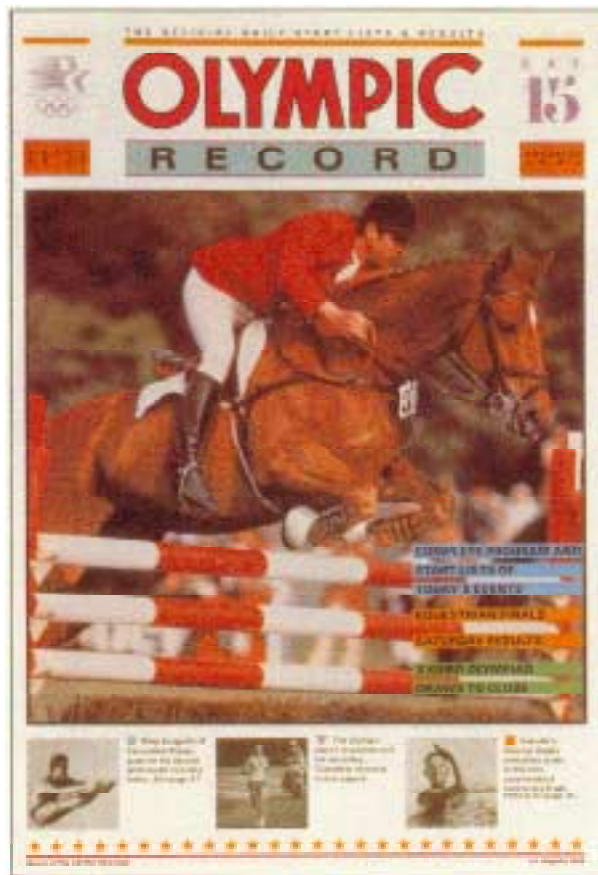
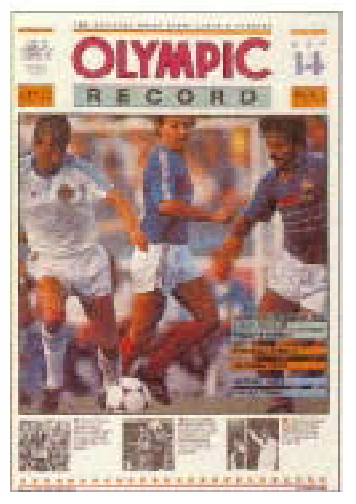
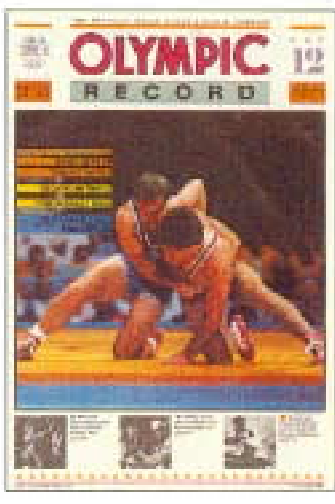
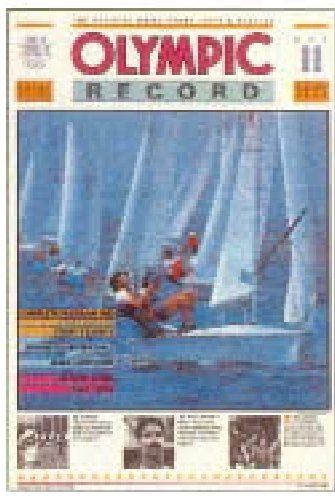
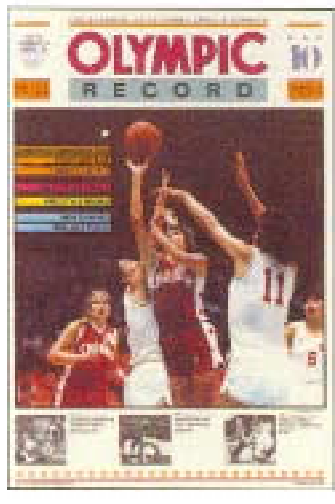
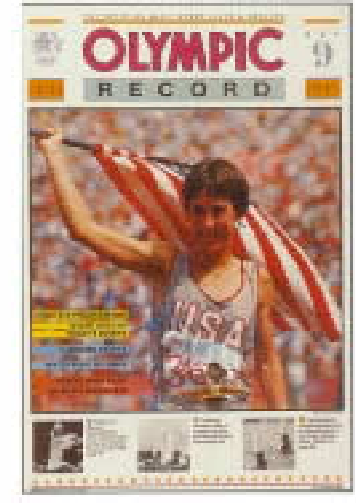
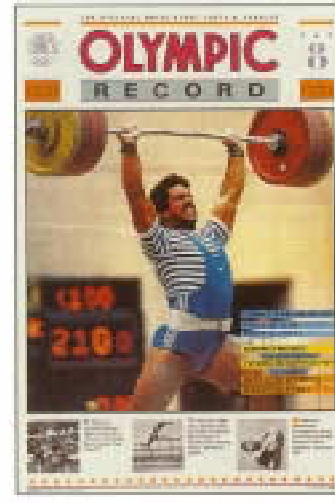
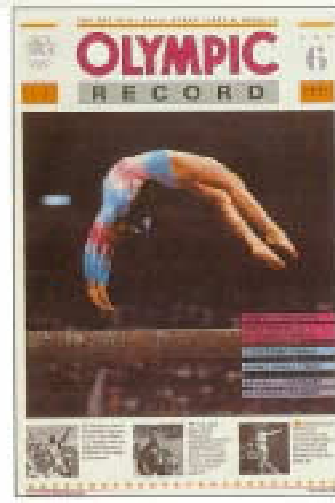
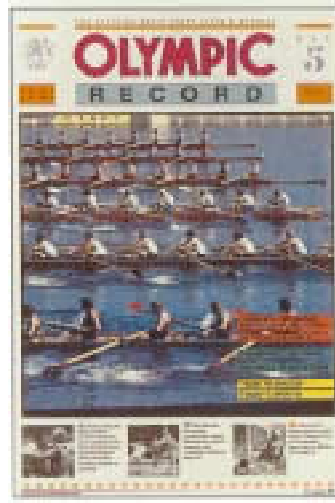
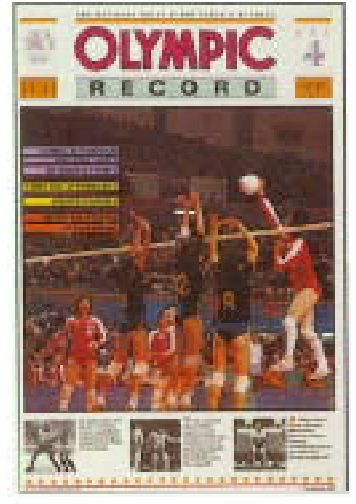
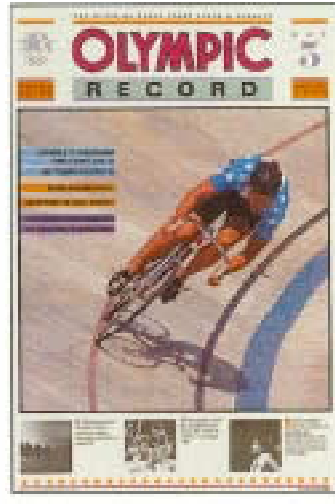
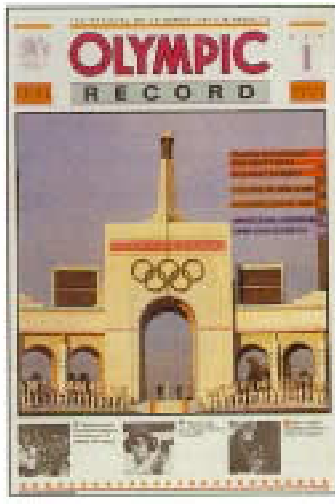
67 The Opening Ceremonies Program has a drawing by Picasso on the cover and is designed to be elegant and formal in keeping with the tone of the event.

68 The Closing Ceremonies Program is much more playful and is intended to convey the happy emotive quality of the celebratory event. It is the same size as the "Olympic Record."

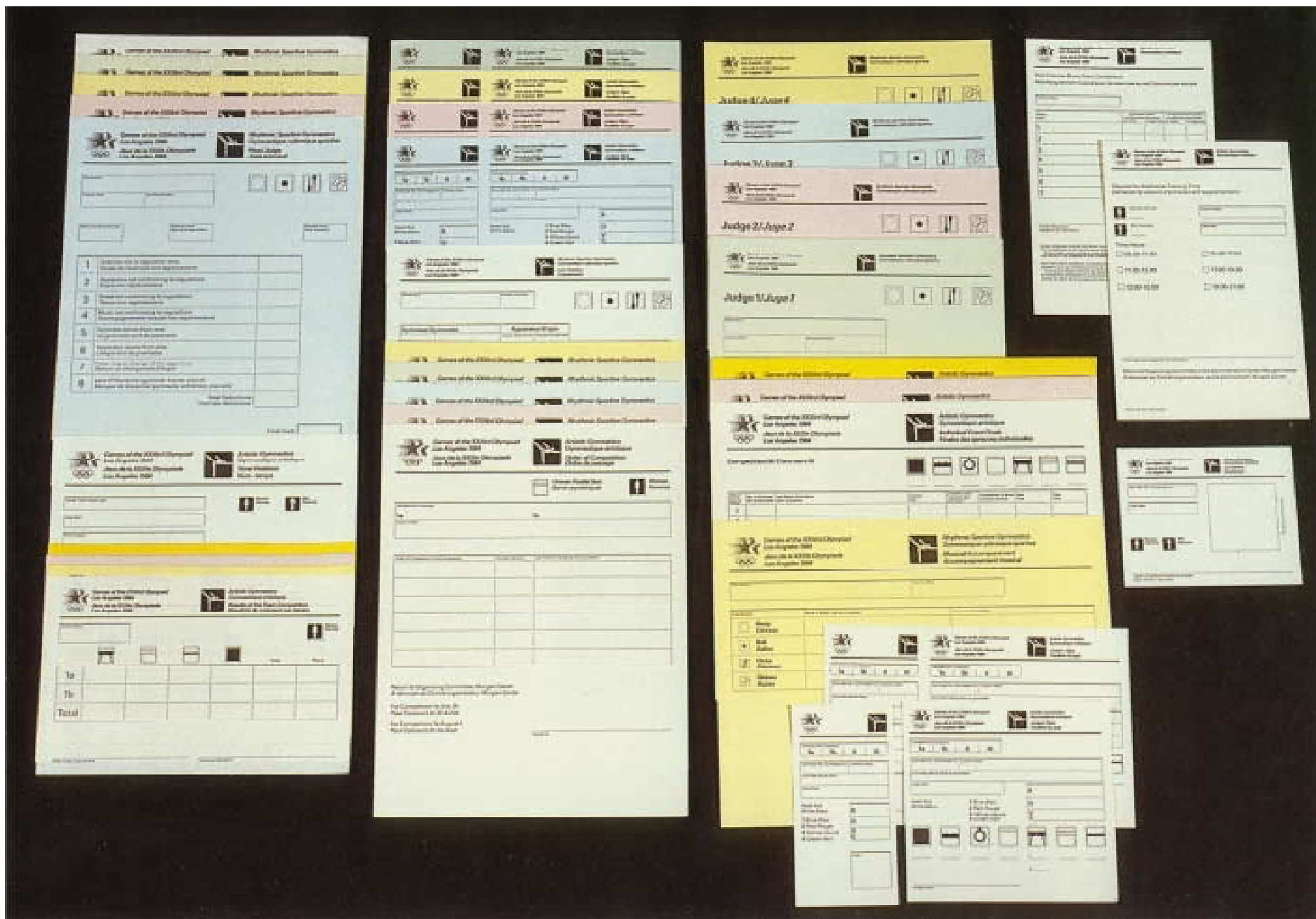
69 The Invitation to Participate uses the Olympic Motto and highlights the USA location.



69



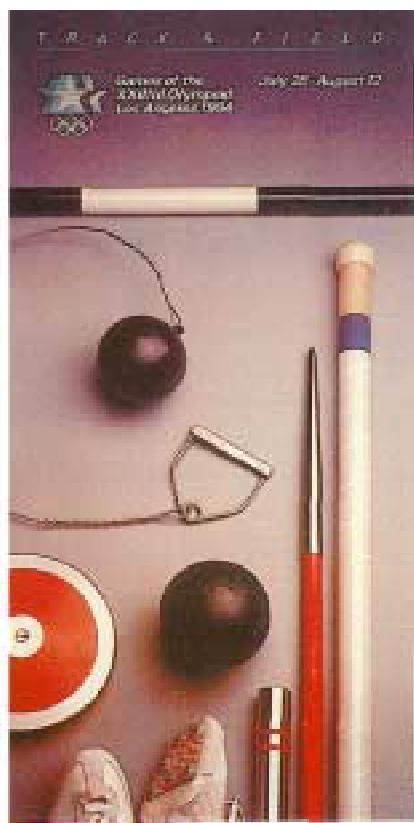
70 "The Olympic Record" was published every day during the Games. It was produced overnight and had all the results from the previous day's events plus a schedule of the events to take place on the day of sale. It measures 10 3/4" x 15 1/2".



71



72



72



73

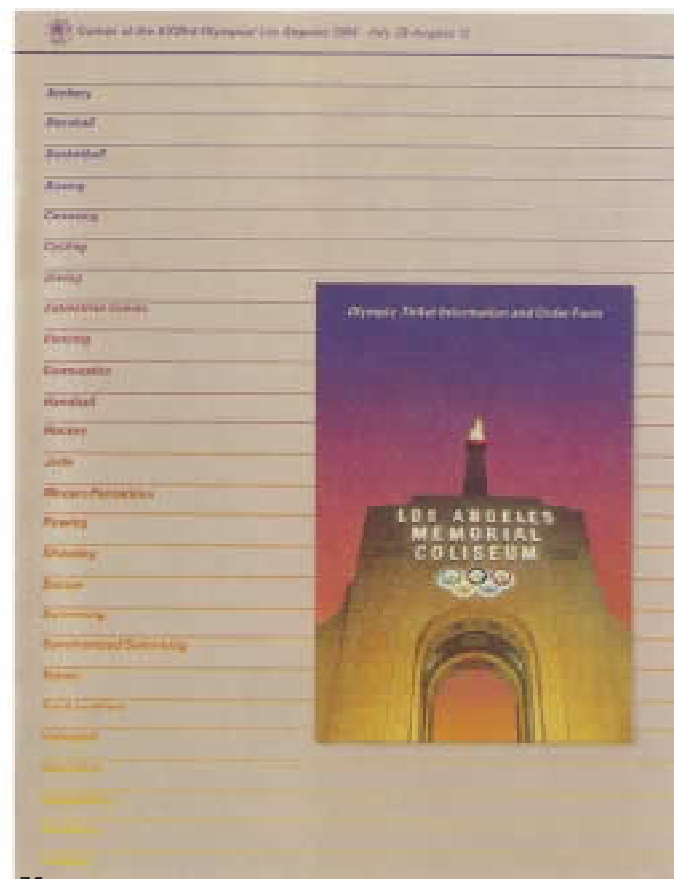
71 Over450 scoring forms were designed by the Design Department. This is one of the few projects done in-house by LAOC staff.

72 Sports posters designed for each sport are adapted from the explanatory brochure covers.

73 Explanatory brochures are produced for each Olympic sport and are available as a boxed set.



74



75



76



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79

74 Games and Ceremonies tickets come as books. Cover is at top.

75 Ticket order brochure.

76 Miscellaneous printed materials including word processor ticket availability listing.

77 Gift mailed to ticket buyers thanking them for the order.

78 Two presentation pocket folders used for press and public information.

79 Venue seating plan booklet.

Design and the Look of the Games

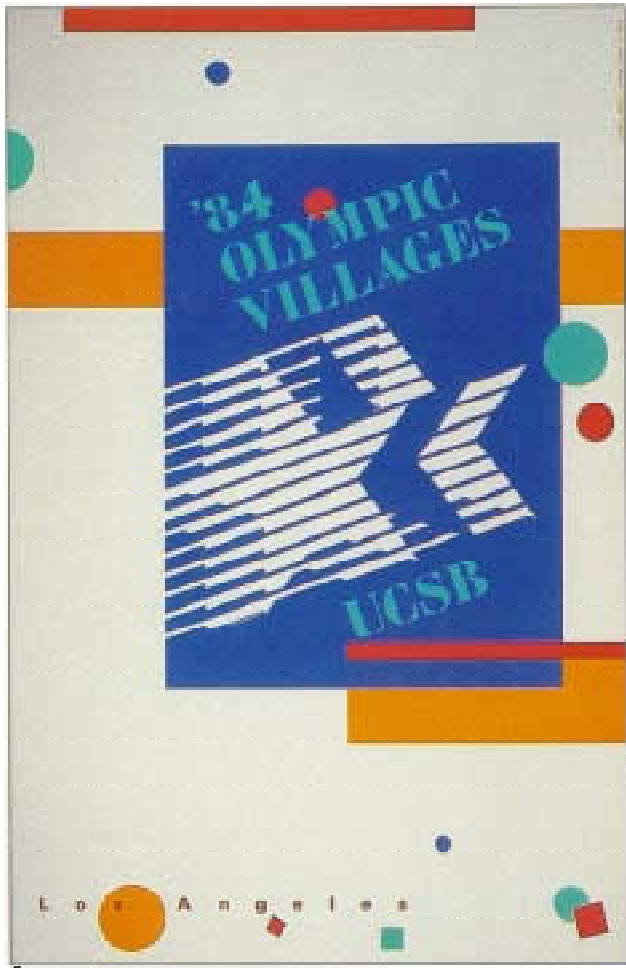
80 Various printed materials directed by the Design Department:

1. Olympic Arts Festival
2. Press Operations
3. Transportation Department
4. Accreditation
5. UCSB Village Poster
6. Village film program poster
7. Torch Relay information packet
8. Generic invitations designed to meet informal and formal occasions and parties.





4



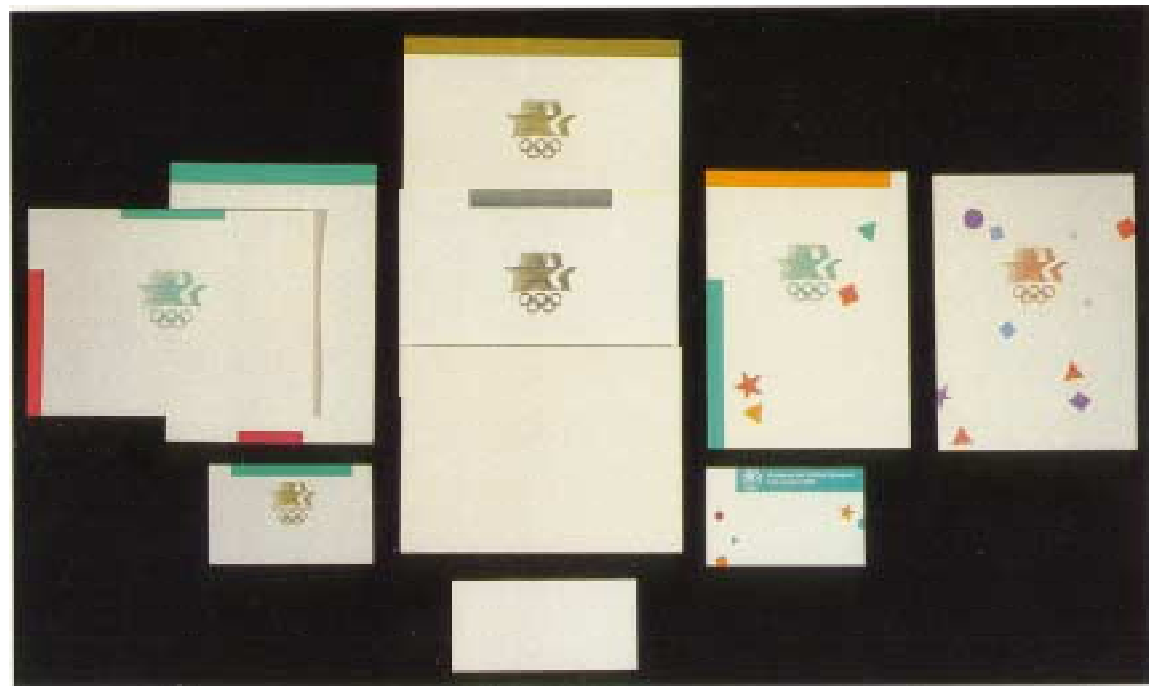
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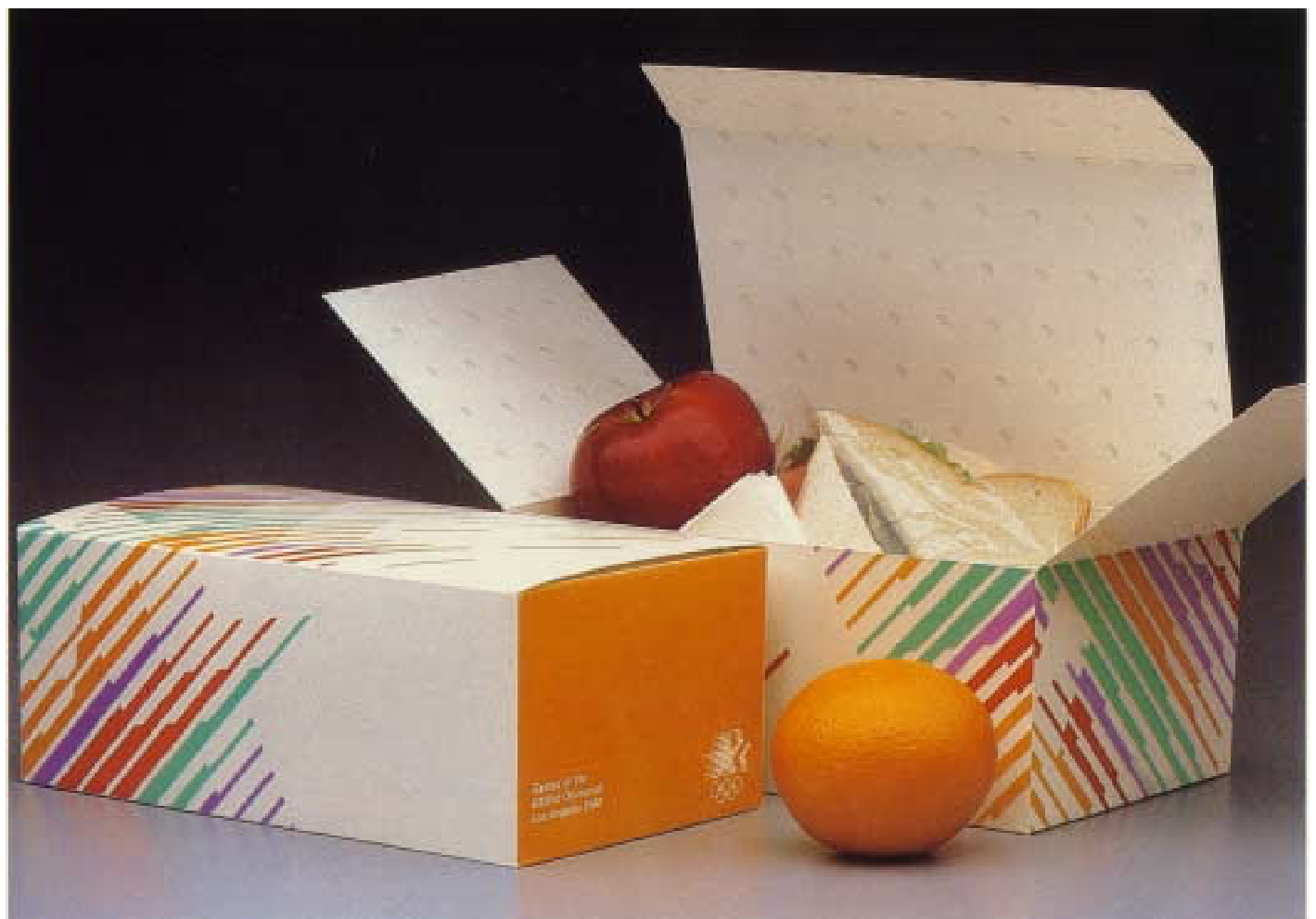
7



8



81
81 Packaging for fast food products for sale at venues.
82 Athletes' lunch boxes are in two schemes and are alternated daily



82



83 When the Design Department was organized in late 1983, a project survey revealed that nearly every department in the Organizing Committee was designing one or more certificates. These 50-odd certificates and diplomas were reduced to 12 basic types and were then designed to a consistent graphic scheme. A sampling of the principal types is shown here.



Design and the Look of the Games

84 Material designed for public use:

1. Pin distributed by the Visitors & Convention Bureau
2. Various flags, pins and bumper stickers for the "Welcome" program
3. Special automobile license plates were sold by the state.
4. Brochure that illustrated street flag and banner program materials
5. Posters with "Welcome" in a variety of languages were part of "Welcome" program.

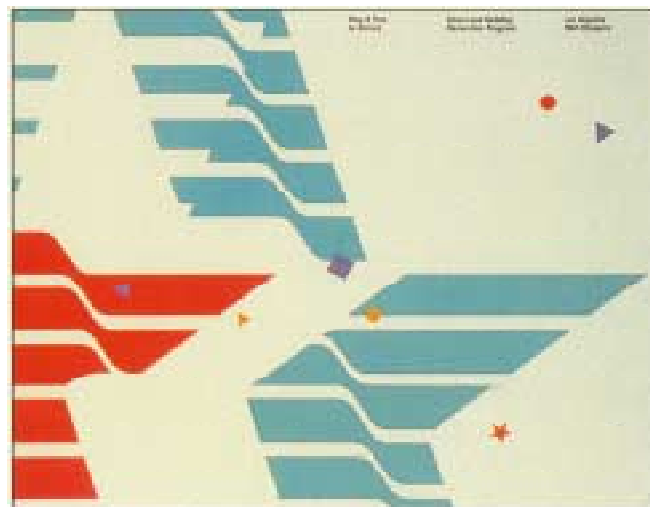


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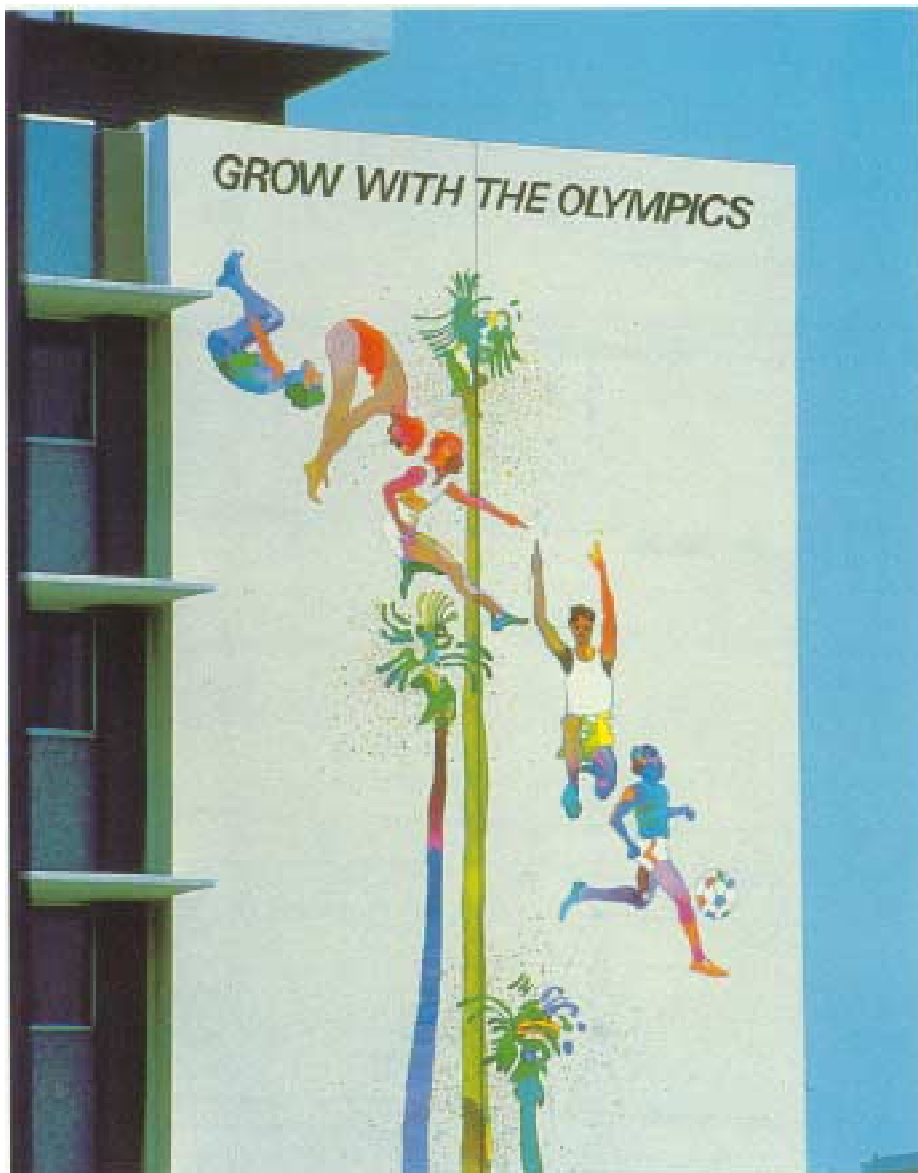


5



85

85 Olympic Arts Festival commissioned artists to paint street murals



86 Orthopedic Hospital has large building mural adapted from one of the "Signature Series" posters.

86

87 A few of the dozens of ads produced (usually on very short notice) by the Design Department. At top are ticket ads. Below are two Committee "Thank You" ads; one addressed to sponsors and the other to the volunteers and staff.

Olympic Soccer at Navy-Marine Corps Stadium
Annapolis, Maryland July 29-August 3

Experience the Olympic Games. Play a part in history. Order your tickets today!

87

Olympic Basketball! Play a Part in History.

Experience the Olympic Games. Play a part in history. Order your tickets today!

87

Olympic Baseball! Play a Part in History.

Experience the Olympic Games. Play a part in history. Order your tickets today!

87

Thank you.

- To:
- ABC Radio Networks
 - ABC Television
 - Allied Corporation
 - American Express Company
 - Anheuser-Busch, Inc.
 - ARA Services, Inc.
 - Arrowhead Puritas Waters, Inc.
 - American Telephone & Telegraph Company
 - American Telephone & Telegraph-Teletype Corporation
 - Atari, Incorporated
 - Atlantic Richfield Company
 - Buick Motor Division of General Motors
 - Canon U.S.A., Inc.
 - The Coca-Cola Company
 - The Coca-Cola Company, Foods Division
 - Converse
 - First Interstate Bank
 - Fuji Photo Film Company, Ltd.
 - International Business Machines Corporation
 - Levi Strauss & Co. McDonald's Corporation
 - M&M/Mars, Inc.
 - Motorola Communications & Electronics, Inc.
 - Pacific Bell
 - Sanyo Electric Company, Ltd.
 - Southern Pacific Company
 - The Southland Corporation
 - Sports Illustrated
 - The Times Mirror Company
 - Transamerica Corporation
 - Budget Rent-A-Car
 - United Airlines
 - Warner Communications, Inc.
 - Westinghouse Electric Corporation
 - Swiss Timing, Inc.
 - Longines-Witnauer
 - Watch Company
 - Xerox Corporation

The day before the first Modern Olympiad in Athens in 1896, the Organizers dedicated a statue to a local businessman who made a large financial contribution towards the staging of the Games. Little did businessman Georgios Averoff know that twenty-two Olympiads later this tradition would be revived on the grandest scale ever in a unique effort undertaken by the Los Angeles Olympic Organizing Committee.

The Los Angeles Olympic Organizing Committee, however, didn't need to unveil a statue—because in the 1984 Olympic Games the sponsors who have stepped forward as equal partners to finance the Games have left a legacy behind that will stand many, many years—the numerous sports facilities and youth sports programs that will continue to serve our community.

We at the Los Angeles Olympic Organizing Committee thank our partners and share their joy as these Games that we have worked so long and hard to plan for are now a reality.

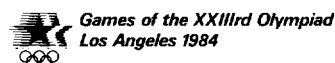
As the Games begin we ask that the world recognize our partners—for without them these Games could not have been staged.

Paul Ziffren
Paul Ziffren, Chairman

Peter V. Ueberroth
Peter V. Ueberroth, President

Harry L. Usher
Harry L. Usher, Executive Vice President and General Manager

From the Los Angeles Olympic Organizing Committee



"The important thing in the Olympic Games is not to win, but to take part"...



To the thousands of volunteers and staff working long hours with little or no pay who are driving buses, answering phones, officiating, ushering, taking tickets, serving food, directing traffic, interpreting languages, hostessing, cleaning up, painting, providing security, hanging banners, and taking it all down when it's over, —you are the backbone and the foundation of these Olympic Games. Your individual participation is an important contribution to your city, to your country, and to the world community of Olympic nations.

Some of you have given five years, and some of you five weeks. You are all taking part and playing your part in history.

Thank you.

From the Los Angeles Olympic Organizing Committee

Paul Ziffren
Paul Ziffren, Chairman

Peter V. Ueberroth
Peter V. Ueberroth, President

Harry L. Usher
Harry L. Usher, Executive Vice President and General Manager



Games of the XXIIIrd Olympiad Los Angeles 1984

87

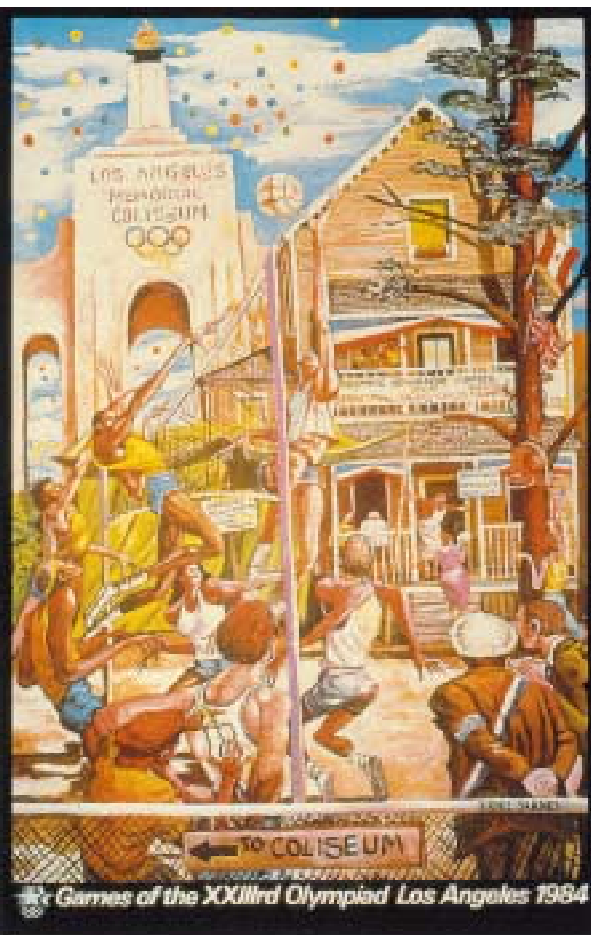
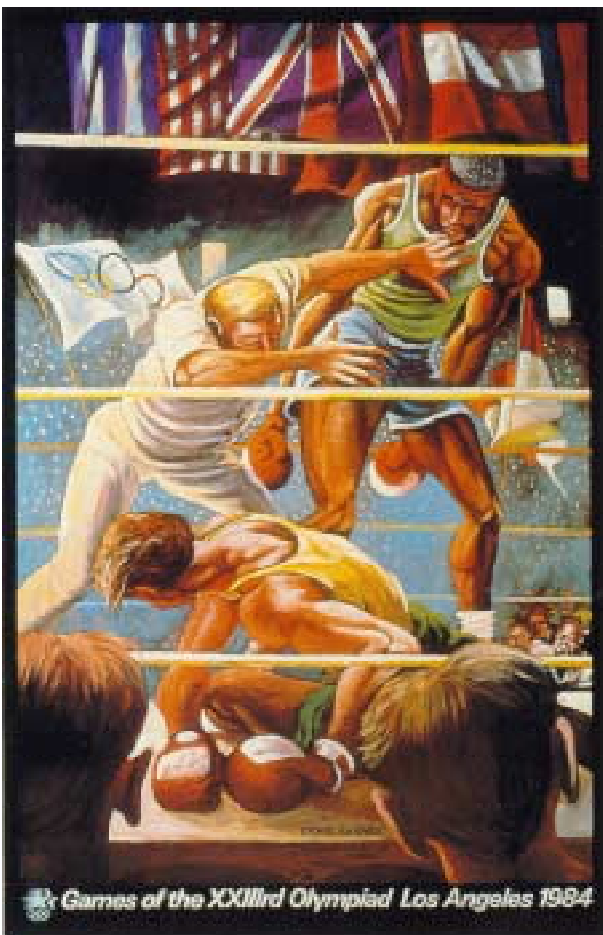
87

10.07
Other Olympic design projects

10.07.1
Ernie Barnes Olympic Games sports posters

Ernie Barnes, an athlete turned artist, was commissioned by the LAOOC and the Los Angeles Area Chamber of Commerce to draw on his sports experience and knowledge to create Olympic-related art. The posters sought to portray the ethnic diversity of Los Angeles, the power and emotion of sports competition and the singleness of purpose and hope that go

into the making of athletes. Specific sports served as central themes in four of the posters, with community involvement the theme of the fifth poster. The posters were entitled: *The Rhythmic Gymnast*, *The Finish* (Track and Field), *One-on-One* (Basketball), *Winning* (Boxing) and *The Neighborhood Games*.



88 Ernie Barnes, an ex-athlete turned artist was named the "Sports Artist of the 1984 Olympic Games." Shown here are the posters he produced for the LAOOC.

Design and the Look of the Games

10.07.2 The Olympic medals and commemorative medallions

All of the 1984 Games award medals, along with 16,000 mandated commemorative medallions to be presented to all competitors, judges, referees, inspectors and sports officials, as well as 39,000 medallions to be awarded to LAOOC staff, were created by Dugald Stermer and produced by Jostens, Inc.

As established by Rule 45 of the 1978 Olympic Charter, the competition medals must be at least 60 millimeters in diameter and three millimeters thick. These requirements were followed scrupulously and were exceeded in the thickness by four millimeters. The medals were complemented by a ribbon of aqua, magenta and vermillion. The competition medals for the 1984 Games were an adaptation of the original designs by Florentine artist Giuseppe Cassioli created for the 1928 Olympics in Amsterdam. The medals for the past three Olympic Games used versions of the Cassioli depiction of victory on the obverse (front) side of the medals but had their own designs

on the reverse side. The LAOOC chose to return to the full Cassioli design for a number of reasons but most importantly, because it was the LAOOC's desire to respect as many long-standing Olympic traditions as possible. At the 1932 Los Angeles Games, medals with both sides depicting the Cassioli design were used and it was thought that a *Star in Motion* or stylized torch would not go well with the neo-classical Cassioli design on the front. Stermer chose the front of the 1932 medal and the back of the 1936 medal to serve as initial examples for the more refined medal

he created. The front side shows Victory with definition added to the background and more overall depth to the sculpting providing a better perspective. The facial features were changed on nearly all the figures and on the design representing a victorious athlete on the back of the medal, the faces and bodies were redrawn to suggest an ethnic diversity and more accurate musculature was drawn on the athletes' bodies. Medallions of a different design were created to be awarded to the top finishers in the demonstration sports of baseball and tennis and the exhibition events in boardsailing and wheelchair competition.



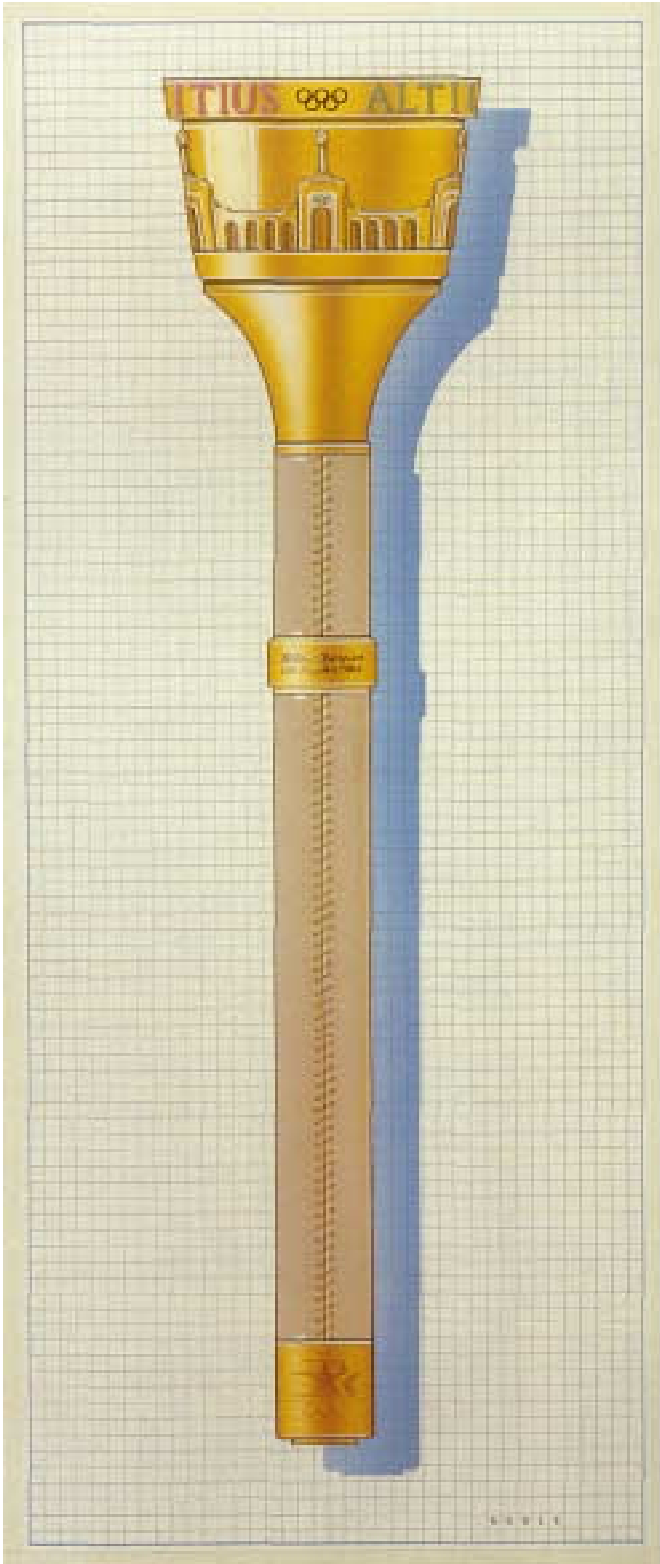
89 Obverse (front) of the athletes' medals awarded to first three places in each event. These were designed under Design Department direction and produced by Josten's, Inc. For reverse sides and other medals commissioned by the LAOOC, see the Ceremonies chapter.

10.07.3

The Olympic torch

A variety of designs were created for the 1984 Olympic torch before a final selection was made. Designed by Newhart, Donges, Newhart Designers, Inc. the one chosen was a discreet recreation of a traditional torch. Designed in spun aluminum, it had an antique bronze finish and leather-covered base. The Coliseum peristyle

was etched into the bowl that held the flame, and the words, "Citius, Altius, Fortius" were inscribed around the rim and were colored magenta, blue and vermillion. Initial design criteria required only that the torch weigh a maximum of three and one-half pounds, burn the flame for 55 minutes and withstand 40 mile-per-hour wind and light rain.



90



90

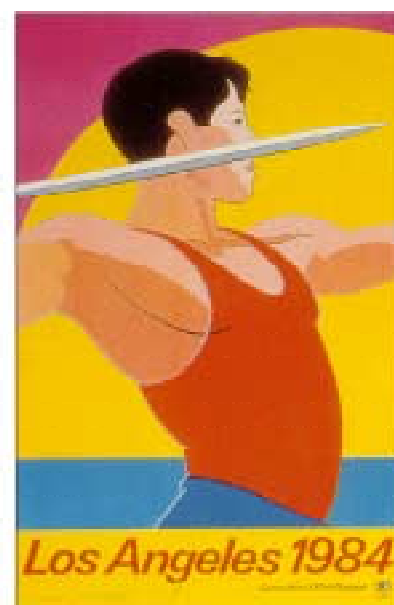
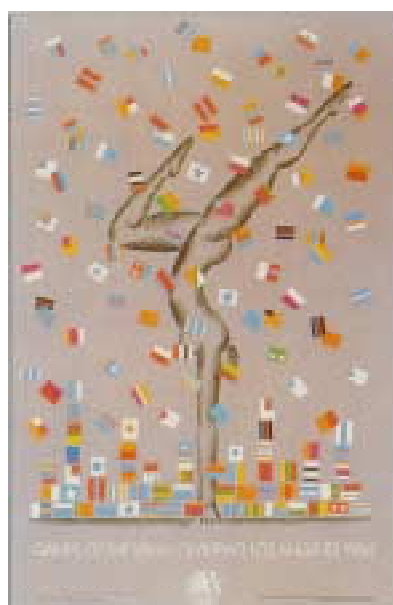
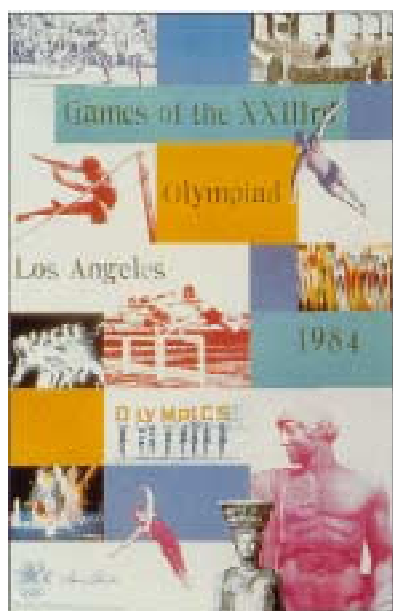
90 Design sketch and photo of used in the torch relay

Design and the Look of the Games

10.07.4

Olympic signature poster series

The LAOOC commissioned an Olympic signature poster series in December of 1983. Twelve noted graphic designers were chosen from the Los Angeles area, each to depict a particular sport of the Olympic Games. The artists included: Laurie Raskin (collage); Arnold Schwartzman (cycling); Keith Bright (torch pictogram); Marvin Rubin (gymnastics); Saul Bass (swimming); John Von Hammersveld (javelin); Charles White III (weightlifting); Ken Parkhurst (shot put); Rod Dyer (wrestling); Deborah Sussman (collage); James Cross (discus); and Don Weller (athletics). The requirements were that the official Games typography be used, adherence to the color palette be maintained and that there be no duplication of sports. Photos and sketches were submitted to the LAOOC for review prior to final design of the posters.



97 "Signature Series" posters were commissioned by the Design Department from 12 outstanding Los Angeles designers.

10.07.5

Post Olympic design programs

The director of the Design Department was retained by the Organizing Committee after the Games to work on the Official Report as well as on a number of other projects.

These post-Games projects included a variety of smaller print design jobs such as graphic identity and printed matter for the Olympic Alumni Organization and the new LAOOC Amateur Athletic Foundation, as well as a number of larger three dimensional projects scheduled for completion around the time of the Games' first anniversary in late July 1985. These were the large commemorative bronze plaques honoring the champions, 60 smaller plaques commemorating the training and competition sites and two exhibitions. An additional project was a one-third scale replica of the Robert Graham "Gateway Arch" sculpture to be donated to the IOC, and 100 eight-inch miniatures of the same sculpture to be given to delegates to the 90th Session in East Berlin in early June 1985. The Coliseum plaques are in fulfillment of an IOC Charter requirement in rule 45 (Prizes) that states: "The names of all winners shall be inscribed upon the walls of the main stadium where the Games have taken place."

Large plaques from the 1932 Olympic Games are mounted on the face of the administration office building at the south end of the Los Angeles Coliseum peristyle plaza. Following a survey to identify an equally prominent location for the 1984 plaques, the ticket office building, a similar structure located directly across the plaza from the administration offices, was chosen. The two-story offices required modification to accommodate the plaques, as there were windows on both the first and second floors of the building facade. The first floor was being used for storage and the windows which were once used for ticket sales were no longer needed and therefore could be closed up. On the second floor, however, several windows provided light and ventilation for office workers; although the plaques could be mounted below, the visual result would have been

unattractive. The solution was to close all of the windows on the building's plaza facade and install roof skylights and air-conditioning to the office area. A granite facade was added to provide a suitable background for the plaques and the title heading above them.

The four cast-bronze plaques from the 1932 Games measured four feet by eight feet each, but there were many more events and names required for the 1984 plaques. The resulting design for the new plaques required a total of six bronze panels, each five feet by nine feet. The only difficulty encountered in the planning was locating a foundry with the experience and capabilities to cast these very large panels, each in a single piece. Fortunately, one of the few qualified firms in the entire country was located in the Los Angeles area. That same foundry was given the task of fabricating 60 much smaller (15 inches by 20 inches) cast plaques for the other competition and training sites.

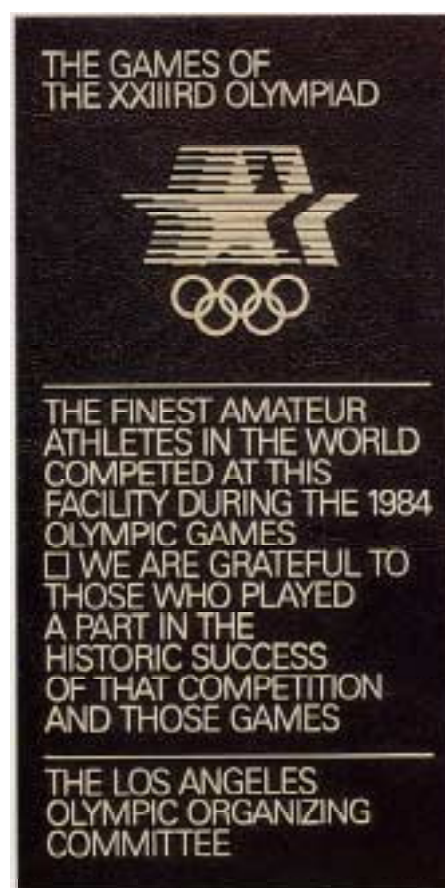
There were two other anniversary projects planned, both to be installed in Los Angeles museums. One was the reconditioned disco/coffeehouse from the UCLA Olympic Village, which had been designed by artist Peter Shire. This large open structure, considered a work of art in itself, was planned for exhibit at the Museum of Contemporary Art.

The other project scheduled for completion in late July of 1985 was a major exhibition dealing with both the 1932 and 1984 Games at the Los Angeles County Museum of Natural History in a newly renovated 4,500 square-foot gallery. This exhibit was planned to be fully interactive with extensive audio-visual presentations, hands-on computers, laser disc recordings and a large screen multiple film and tape projection.



92 Post-Games design projects:

1. Logo and report for the LAOOC Amateur Athletic Foundation.
2. One of 60 bronze plaques to be presented to Olympic competition and training sites.
3. Mark for the Olympic Alumni Organization.



11

11.01 Acquisition of revenues

11.01.1 Analysis of past Olympic revenue sources

With the establishment of the LAOOC, a sound fiscal policy had to be developed well prior to the Games which would generate enough revenue to cover expenses and allow for planning and production of the Games to go forth unimpeded. The first step toward forming this fiscal policy was to evaluate the areas where revenue was generated in previous Olympic Games and to determine which areas would effectively serve the LAOOC in its search for revenue sources.

A review of Moscow, Montreal and Munich Olympic financing revealed that approximately 90 percent of each organizing committee's revenue was derived from governmental sources, primarily from direct government funding, national lotteries and coin and stamp programs. For an organizing committee dedicated to running an Olympics without benefit of government involvement this presented a bleak picture.

With the government playing such a large part in the funding of past Games, the exploration of non-government revenue sources had been minimal. Although the dollar value for sale of television rights had increased over the past three Games, the average percentage of total revenue was only four percent. Revenue from ticket sales was also an under-utilized source, averaging two percent of total revenue for prior Games. Interest on reinvestment of revenues was almost non-existent, as Montreal was the only organizing committee to even reflect interest in its revenue statements. The only other area of notable revenue was in the development of a supplier/sponsor/licensee program. Each of the prior three Games utilized this program as a source of revenue but only to the extent that the average share of total revenue averaged eight percent.

The LAOOC's analysis of revenue sources from prior Games accepted gross dollar amounts on a weighted basis. This meant that in addition to looking at the percentage of total revenues derived from a particular source, the source as it related to the type of country hosting the Games was reviewed. A country that did not utilize a capitalistic system could not be expected to raise large sums of money from private enterprises within its country. Likewise, a country with a

depressed economy could not expect its populace to support major ticket sales. This weight factoring led to an emphasis on the analysis of revenue statements from organizing committees whose host countries were similar in structure to that of the United States: the 1976 Montreal Games and the 1980 Olympic Winter Games in Lake Placid.

Even with the inclusion of the Lake Placid financial report, the results of this revenue source comparison were not definitive. Some pitfalls to be avoided were identified, but no clear cut alternatives to government funding were apparent. The LAOOC was in a position to try a new and untested plan for acquisition of revenue without any historical indications that it would work.

11.01.2 Concept of revenue generation

In June 1979, the LAOOC engaged Arthur Young & Company and Peat, Marwick and Mitchell to develop a five-year financial plan. Their study concluded that the Games could be conducted for a cost of \$347 million

and that the LAOOC could reasonably expect to raise \$368 million in net cash revenues. The revenue projections were as follows:

Source	Amount
Sponsorship	\$116,000,000
Television	105,000,000
Admissions	92,000,000
Reimbursement and other	55,000,000
Total	\$368,000,000

Using the past three Games for comparison, the LAOOC would have to create a six-fold increase in revenue from non-governmental sources, primarily in sponsorship programs, television sales and ticket revenue to overcome the loss of revenue from governmental sources. Keeping this in mind, the LAOOC used the early months of 1979 to research and plan for the acquisition of revenue in these areas.

The LAOOC was faced with another large problem; the immediate funding of Committee operations. Past organizing committees had struggled under the specter of insolvency early in development because none of the revenue sources were isolated early enough to create the cash flow needed to plan and run the Games in the years prior to the Games themselves. The

¹ The LAOOC's largest source of revenue is the sale of television rights.



LAOOC's solution to this problem was two-fold: first, reach agreements with sponsors as early as possible and require a large portion of the sponsorship money up front, and second, demand refundable deposits from prospective host broadcasters as a prerequisite to bidding. The latter part of the solution proved to be the most expedient method of raising funds since IOC rules didn't allow the LAOOC to announce publicly the conclusion of contracts with sponsors (an important part of the deal-making process) until the 1980 Olympic Games were over. Revenue from both of these sources was collected, however, and was placed in a strong reinvestment program, with the interest derived being used to sustain the operations of the LAOOC in its early stages of development.

11.01.3 Sales of broadcasting rights

A keystone to the LAOOC's plan to generate revenues was the aggressive marketing of the television and radio broadcast rights for the 1984 Games. Based on the analysis of non-government sources, the largest potential source of funds was from the sale of exclusive television rights in the United States and other countries.

The LAOOC began the sale of television rights immediately after the appointment of senior management in 1979. Rights sales continued through 1984 and concluded only days prior to the Opening Ceremonies. The revenue from these sales was often split between rights fees and additional payments for other assistance and services rendered by the LAOOC. In agreement with the IOC, one-third of all fees paid for television rights were remitted to the IOC with two-thirds retained by the LAOOC. All monies paid by broadcast entities for assistance, services and items other than rights were retained by the LAOOC.

Since the LAOOC was in dire need of revenue to cover operating expenses in its first few years, the LAOOC's Television Advisory Commission decided to establish a domestic television rights bidding process which required the deposit of \$500,000 as a gesture of good faith by companies wishing to bid on the domestic rights. These deposits were refunded, without interest, after the selection of the U.S. rights holder. An initial deposit of \$500,000 was required to show serious interest in mid-April 1979 and another \$250,000 to qualify entities for the actual bidding in September 1979. Five companies posted the required deposits and were allowed to proceed into the bidding process. These five deposits provided the LAOOC with \$2.5 million in much-needed start-up cash.

The LAOOC attempted to structure the payment schedule of each separate sale of broadcast rights so it would receive large cash payments early. This

money could then be placed in the reinvestment program and subsequently make the actual dollar figure received from broadcast sales larger than the contractual amount.

The American Broadcasting Company's (ABC) bid of \$100 million for rights and \$125 million for production and supportive services was the winning bid for domestic rights. The IOC and the LAOOC agreed that the IOC's share of the rights fee amounted to \$33,500,000. This share was weighted in front and was considered non-refundable.

In all, 156 nations paid just over \$286 million for broadcasts rights to the Games—almost three times the amount collected in 1980.

The following is a list of broadcasters and the amount they paid for Games rights:

Broadcast revenues

Broadcaster	Cash commitment
ABC Radio Network	\$ 500,000
ABC Television	225,000,000
Arab States Broadcasting Union	350,000
Asian-Pacific Broadcasting Union	125,000
Bermudez/Westwood One	100,000
Consortium of Canadian Broadcasters	3,000,000
Caribbean Broadcasting Union	99,000
China Central Television People's Republic of China	200,000
Chinese Television Service (Chinese Taipei)	300,000
European Broadcasting Union	19,800,000
Broadcasting Corporation of New Zealand	450,000
Kanlaon Broadcasting System	400,000
Korean Television Pool	2,000,000
Los Angeles Olympic Japan Pool	18,500,000
OIRT	2,500,000
Organization de la Television Iberoamericana	2,155,000
Riden International	60,000
Sistem Television Malaysia Berhad	190,000
Television Broadcast Limited, Hong Kong	325,000
Network Ten, Australia	10,600,000
URTNA	110,000
Total	\$286,764,000

Broadcast revenues collected by the LAOOC by year through the end of the third quarter of 1984:

Broadcast revenue (in millions)

Year	Amount
1979	40.0
1980	8.0
1981	11.01
1982	32.617
1983	31.781
1984	163.356

11.01.4 Sponsorship and suppliership programs

The primary components of the LAOOC commercial licensing program were sponsorships and supplierships. Major corporations, in participation with the LAOOC, committed to support the Games with specified amounts of money and materiel in return for the right to use the Games' symbols in their advertising and marketing. In keeping with the revenue acquisition plan conceived by the LAOOC, this program was to be the most ambitious in Olympic history. The goal of the program was to raise \$116 million (from sponsors, suppliers and product licensees), six times the amount raised by similar programs used in the prior two Games.

In most cases, sponsors were large multi-national corporations which paid a minimum of four million dollars to the LAOOC in cash, goods and/or services in exchange for the designation, "official" sponsor of the Games. This designation granted sponsors immediate use of all LAOOC symbols in advertising and promotional activities. Additionally, official sponsors were guaranteed an allotment of hotel rooms through the LAOOC's official hotel program and access to a block of tickets available for purchase.

The LAOOC, in its efforts to promote the sponsor program, detailed the following benefits to potential sponsors: an improved public image, increased product name recognition, improved employee morale and the exclusion of competitors from similarly associating themselves with the Games. No set price for securing a sponsor designation was established since no two sponsors would derive the same benefits. The value of each sponsorship was determined through negotiations; with corporate size, product type and potential benefits all factors in determining the contract price.

By the end of 1979, the LAOOC had signed its first two sponsor contracts with the Coca-Cola Company and Anheuser Busch, Inc. for cash, goods and services in excess of \$20 million. These agreements served as benchmarks for future sponsor negotiations.

The following is a list of sponsors and the year in which they signed contracts with the LAOOC:

Official sponsors (by contract year)

1979	Coca Cola ABC Television Anheuser-Busch
1980	Arrowhead Puritas Dentsu Canon ABC Radio McDonald's Atlantic Richfield American Express United Airlines
1981	First Interstate Bank Southland Corp. Coca Cola/Foods Div. Buick/GMC Levi Strauss Allied Corp. Converse Fuji Sanyo Sports Illustrated
1982	Times Mirror Motorola M&M Mars Transamerica ARA Westinghouse Atari Warner Communications Xerox
1983	IBM Southern Pacific AT&T Pacific Bell

Some sponsor agreements also included "in-kind" contributions—the donation of goods, services and personnel utilized in the planning and staging of the Games. The content of individual agreements varied with the anticipated needs of the LAOOC. Some companies paid entirely in cash while others paid entirely in goods and services.

Sponsor minimum commitments

Minimum cash	Minimum in-kind
\$96,670,600	\$35,792,617

The LAOOC's strategy in obtaining commitments from suppliers did not differ significantly from the procedures used with the sponsors. The basic goal was still to obtain resources, either product, services or equipment, that were essential to the successful operation of the Games. The primary difference between the two programs was the level of commitment required—hundreds of thousands of dollars from a supplier compared to millions of dollars from a sponsor. Suppliers filled the need of the LAOOC for goods and services that were not provided by the sponsors.

Finance

The promotional rights granted to suppliers were substantially more limited than those granted to the sponsors, but the suppliers also were given the right to purchase tickets and secure a limited number of hotel rooms through the LAOOC.

The suppliership program began more than a year after the signing of the first sponsor, but by April 1984, 64 corporations had become official suppliers of the 1984 Games. They were:

Official suppliers

Adidas
 Allied Fibers & Plastics
 AMF American Inc.
 American Medical International
 Bat Taraflex
 Beatrice Foods
 Brother Industries
 Bushnell
 Campagnolo-USA
 Campbell-Taggart
 Conroy's
 Crown Zellerbach
 DHL Corp.
 Dunhill Trading
 Ernst & Whinney
 Everlast Sporting Goods
 Foster Farms
 Garrett Metal Detectors
 Glavsprom
 H.G.B. Backstrand
 Horner Flooring
 Hughes Helicopters
 Jeffries Banknote
 Josten's
 Judogi
 Kimball Piano and Organ Co.
 King Musical Instruments
 Levi Strauss
 McDonnell Douglas Automation
 Mission Industries
 Molten Corporation
 Monterey Institute of International Studies
 Musco-Sports Lighting
 Muzak
 Myojo Rubber Industry
 Nutrexa
 Pageantry World
 Panasonic Industrial Co.
 Pay-Fone Systems
 Physio-Control
 Plantronics
 Porter Equipment
 Rawlings Sporting Goods
 Rust-Oleum
 Scanray
 Senoh
 Sunkist Growers
 Superturf International
 System Parking
 Toledo Scale
 Toshiba
 Toyo Suisan Kaisha, Ltd.
 Turner Industries
 USC
 USA Suzuki Motor Corp.
 Union Carbide
 F.B. Vandegrift & Co.
 Vidal Sassoon
 Vons Grocery
 Walker Interactive Products
 Waste Management
 Western Union
 Windsurfing International
 York Barbell Company

Supplier commitments

Minimum cash	Minimum in-kind
\$9,288,500	\$8,246,512

In the same way that the broadcast rights were set up to generate working capital early in the operation of the LAOOC, the sponsor and supplier contracts were structured to provide large first payments to the Organizing Committee with small but regular payments to follow.

Revenues generated by the sponsorship, suppliership and licensing programs by year through the end of the third quarter of 1984 were:

Sponsor, supplier & licensing

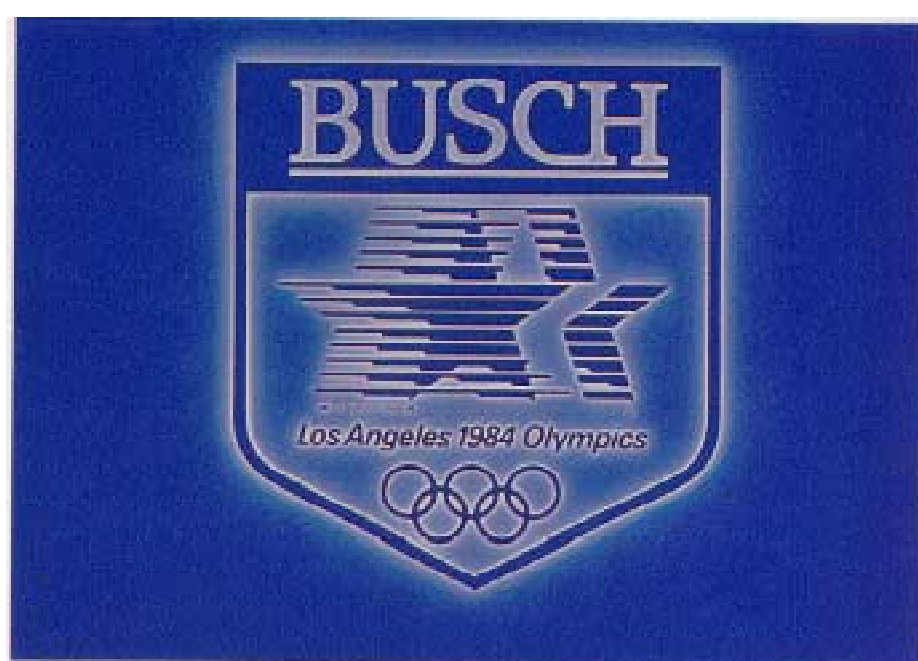
Date	Revenue (in millions)
1979	4.0
1980	9.62
1981	19.778
1982	28.724
1983	28.445
1984	32.624

11.01.5

Sales of admission tickets

The primary assumption made on the marketing of Olympic ticket sales was that a large demand existed in the United States. Consequently, the LAOOC's objective was to make the order by mail system as available as possible throughout the United States. Little advertising was done since the the press and electronic media did an excellent job of notifying the general public of the procedures for ordering Olympic tickets. A press conference was held on 13 June 1983 announcing the ticket ordering procedures, events available and prices.

Ticket sales to foreign countries and NOCs were handled by the Ticketing Department's special sales division. Tickets were sold in each country through its National Olympic Committee or its agents. Mail orders with a foreign return address received through the United States Postal Service order operation were rejected and sent back to the person with a referral to the NOC for tickets. The special sales division also managed ticket sales to LAOOC sponsors and suppliers, foreign broadcasters and ABC Television/Radio. These groups were allowed to purchase tickets following the same general guidelines and procedures as the NOCs.



2

2 Major corporations were designated as official sponsors in exchange for cash, goods and/or services. These sponsors were allowed to use the Games symbols in their advertising and marketing. The Coca-Cola Company and Anheuser Busch, Inc., were the first two corporations to sign sponsorship agreements with the LAOOC. The Converse agreement was signed in 1981.

Special sales division ticket sales

Organization	No. of tickets
Foreign broadcasters	9,000
Sponsors (LAOOC)	585,700
Suppliers (LAOOC)	14,300
Official Olympic Hotels	65,000
Total	674,000

Ticket orders for the 1984 Games were processed through a centralized computer located at a LAOOC facility in downtown Los Angeles. Order brochures were available at approximately 3,300 outlets of Sears Roebuck and Co., as well as at 200 branches of First Interstate Bank in Southern California and Manufacturer's Hanover in New York City.

Ticket orders were accepted through the mail order system beginning in June 1983 and continuing through April 1984. Approximately 33 1,000 mail orders were received from the United States general public. Additionally, special ticket orders from NOCs, sponsors, official hotels and other special sales groups were processed through the LAOOC computer center. Ticket revenue in excess of \$98 million was generated from mail orderticket sales.

Ticket prices ranged from \$3 to \$95 for sporting events and were \$50, \$100 and \$200 for Opening and Closing Ceremonies. The average ticket price for a sporting event was \$17. Approximately 50 percent of the 7.7 million available tickets were priced at \$10 or less. The objectives in pricing in this manner were two-fold: to make the Games affordable to everyone by having tickets priced at \$10 or less for each sport and to generate sufficient revenues to support the operating cost of the Games. On every mail order, a six percent Los Angeles city 1984 Olympic Games distribution tax was added. In addition, a \$1 non-refundable handling charge for each first choice ticket (or season ticket) was charged.

With the cessation of the mail order process on 1 May 1984, a large quantity of tickets remained unsold. On 7 June, nine remote ticket and information sites were opened throughout Southern California. There were approximately one million tickets available for sale over-the-counter at these centers. By the close of these sites on 10 August, in excess of 400,000 tickets representing more than \$6 million in revenue were sold.

In July 1984, the LAOOC had more than 100,000 tickets to high-demand and premium Olympic events were still unsold primarily as a result of canceled or modified special sales ticket allocations. These tickets were made available to the general public through

two Olympic ticket faires. The first ticket faire was held 20-24 July at Santa Anita Park in Arcadia, California. The second ticket faire was conducted 31 July through 2 August at Hollywood Park, in Inglewood, California. At Santa Anita Park, almost 30,000 people attended and purchased tickets valued at \$3.7 million. At Hollywood Park, \$1.8 million worth of tickets were sold. Between the two ticket faires, the public purchased a total of 110,000 tickets.

A patron program was established whereby 100,000 youth, senior citizens and physically challenged persons, who might otherwise be unable to attend the Games attended as guests of the LAOOC Amateur Athletics Foundation. The program was also designed to provide the best available seat on a guaranteed basis to those persons joining the patron program. Revenue from this area of ticketing exceeded \$1.7 million.

Revenue from ticket sales cannot be shown over time in the same manner as other sources of revenue since money the LAOOC received from ticket sales was treated as deposit on ticket orders in the liability/deferred amounts section of the financial statements and not as revenue until the third quarter of 1984. Ticket sales at remote ticket sites and ticket faires were treated as direct revenue on the financial statements but did not show up until the third quarter of 1984.

The results of ticket sales were unprecedented. Revenue generated from this source exceeded \$155 million. By comparison, the average revenue from ticket sales for the Moscow, Montreal and Munich Games was \$20 million. In light of the original projection that ticket revenues would not exceed \$92 million, ticket sales were an unqualified success,

Ticket revenue summary (in millions)

Source	Revenue amount
Mail order	\$100.67
Remote ticket centers	6.58
Ticket faires	5.69
Special sales	34.86
Remote football sites	2.65
Venue operations	3.26
Patron	2.03
Other	.12
Total	\$155.86*

*This ticket total of \$155.86 million reflects actual ticket dollars plus handling and taxes. Actual ticket revenues amounted to \$139.834 million of the total.

11.01.6

Sales of commemorative coins

Commemorative coin programs have been part of the Olympic Games since 1952, and since 1964 every Games has issued coins commemorating the current Games. The organizing committees of Munich, Montreal and Moscow all used the sale of commemorative coins as a major source of revenue. With these historical precedents and a report issued by the (U.S.) President's Commission on Olympic Sports stating that revenue from issuance of Olympic commemorative coins could net \$500 million, the LAOOC conceptualized a worldwide coin program that would feature legal tender coins. The coins were to be marketed by the private sector and the goal set was to generate more than over \$200 million for the Games.

The LAOOC solicited private marketers for the coin program and selected a group composed of Lazard Freres of Paris, Occidental Petroleum and the Franklin Mint. This group advanced the LAOOC \$5 million and guaranteed an additional \$50 million for the Olympics. The group also took responsibility for lobbying efforts necessary to move the Olympic coin program through Congress and purchasing the coins from the U.S. Treasury Department for cash.

The bill authorizing production of the Olympic coins passed the U.S. Senate but failed on the floor of the House. A substitute motion was presented in the House calling for the production of three silver coins (two silver, one gold) instead of the original proposal of 29 coins. The motion also called for the U.S. Mint to strike up to 50 million silver coins and two million gold coins, with the Secretary of the Treasury to determine the designs. Sale of the coins would include a surcharge of \$10 for each silver coin and \$50 for each gold coin sold. The proceeds from the surcharge would be split evenly between the USOC and the LAOOC. The manufacturing and marketing would be the responsibility of the U.S. Treasury. This motion passed both the Senate and the Congress giving the LAOOC a commemorative coin program quite different from its original concept. The LAOOC had no role in the Olympic coin program except to receive a check from the Treasury every month.

The retail price of the coins was set at \$32.00 for the silver coin and \$352.00 for the gold coin. The face value of the silver coin was \$1 each and \$10 for the gold coin.

The obligation of the LAOOC to not utilize government funds remained intact with this new coin program: the Secretary of the Treasury ran the coin program at no net cost to the United States Government.

In its early stages, the progress of the coin program was impeded by disagreements over designs, selection of the U.S. marketer, proposed media

budgets for advertising and the establishment of retail outlets. Four wholesale dealers were established to service retail coin outlets but the immediate response was slow due to low profit possibilities for coin dealers accustomed to high unit profits.

By the end of 1982, U.S. marketing was underway and the Treasury began the selection process for official marketers outside of the United States. Lazard Freres of Paris, part of the original group planning the coin program, who was selected as foreign marketer, estimated that foreign sales would account for 25 percent of total commemorative coin sales.

The coin program picked up more momentum in 1983 as D'Arcy-MacManus and Masius, the advertising agency in charge of the U.S. marketing program, had its suggested program accepted by the Treasury. Later in the year, a task force was established by the Treasury Department to increase coin sales.

Sales continued to increase in 1984 and skyrocketed during the torch relay and television coverage of the Games. Because of continuing interest, the program was extended through 18 January 1985 to take advantage of potential Christmas gift sales.

After January 1985, all coin dies were destroyed and silver and gold inventories melted down. Revenue from the coin program stood at \$29.707 million per the 1984 third quarter financial statement with the conservative expectation that an additional several million dollars was to be garnered from the program before its cessation.

11.01.7

Licensing program

The licensing program played a smaller but no less important role than the sponsorship and suppliership programs in generating revenues for the Games. Whereas the sponsors and suppliers were large companies providing cash, goods and services to the Organizing Committee, the licensees represented smaller companies contracted to place Olympic-oriented items in the consumer marketplace.

Licensees were authorized by the LAOOC to manufacture and sell a variety of souvenir products featuring LAOOC symbols. Royalties were paid to the LAOOC on the sale of these licensed products at the standard royalty rate of 10 percent. The LAOOC required the licensee to pay a guaranteed minimum royalty based on estimated sales projections, a portion of which was due at the time of signing. The licensee was required to submit quarterly royalty reports and a year-end audit.

Finance

These elements of the licensing program had been used in previous Games as a strong source of non-government revenue. Areas of the licensing program unique to the 1984 Games included a commitment to include minority and small Los Angeles area businesses and to allow licensees to bid on the manufacture of sponsor and supplier promotional items to develop long-lasting beneficial relationships among Olympic partners.

Official licensees

ABC Publishing, Inc.
 Access Press, Ltd.
 ACM International
 Adidas France
 Arena, USA, Inc.
 Franco Mfg., Co.
 Sports Graphics
 Panama Gloves, Inc.
 Clossco
 Action Headware
 Kellwood
 Unice Florida, Inc.
 Aladdin Industries, Inc.
 Armstrong Nurseries, Inc.
 AT&T Consumer Products
 Avandi II Productions, Inc.
 Awards Media, Inc.
 Balloons in Motion, Inc.
 Bogarz, Inc.
 Bovar Company
 Bradley Pie Company
 Bushnell
 Cabo Company
 Cal Custom Accessories, Inc.
 Cervantes Neckwear, Inc.
 CNV Corporation
 Department of Motor Vehicles
 Designer Towels, Inc.
 Drawing Board Greeting Card Co.
 Easton Aluminum Company
 Escalera Production Art, Inc.
 Finder Image International, Inc.
 GAL Plastics, Inc.
 The H.M. Gousha Company
 International Sport Publications
 JFS, Inc.
 Knapp Communications
 Kransco/Whamo
 Levi Strauss & Company
 Longines-Wittnauer Watch Co.
 Los Angeles Button Company
 Marketcorn
 Moochies
 The Murray Ohio Mfg. Co.
 Ken Norton Company
 Ooh La La, Inc.
 Pageantry World, Inc.
 Papel Imports, Inc.
 Parkland Industries
 Pentel of America, Ltd
 Publication Assoc. of L.A.
 Rubenstein International, Inc.
 Sales Corp. of America, Inc.
 Sanchez International
 Stuart Hall Company, Inc.
 Thomas Brothers Maps
 U.S. Playing Cards Co.
 U.S. Postal Service
 United Trading Company
 US Americans, Inc.
 Wallace Beerie & Co.
 Wams, Inc.
 Weatherby, Inc.
 Weingeroff Enterprises, Inc.
 Zuni Craftsmen Cooperative

Initial licenses were granted in the second half of 1980. These licenses went to companies producing items that could be used as gifts by the LAOOC. A successful retail program and royalty income was a secondary, long-term goal. Upon completion of the licensing process in early 1984, the LAOOC had received approximately 8,000 license applications in about 300 product categories.

The LAOOC granted 65 licenses, including eight to Adidas sub-licensees. Of the total, 77 percent of the licensed businesses were from California and 40 percent were minority-operated firms. The success of the program was mixed, as 17 licensees failed to meet the minimum guaranteed payment to the LAOOC based upon initial sales projections. Total licensing revenue through the end of the third quarter of 1984 had surpassed \$13 million with approximately \$2 million in additional revenue expected by the beginning of 1985. This is in positive contrast to the \$11.36 million in minimum commitments originally expected from the licensees.

11.01.8

Other revenue sources

While revenue from other various sources was well over \$90 million, very few of these sources had an impact on the overall financial picture. A total of 35 areas comprised other revenue in the LAOOC financial report. Accommodations, \$15.5 million for villages and \$5 million for hotels, accounted for 21 percent of the total. In-kind commitment revenue, \$30.485 million, accounted for 31 percent.

Services provided to the NOCs, special ticket charges, novelty concessions and parking fees all contributed revenue. Money received in the form of grants to the LAOOC and to the Amateur Athletic Foundation was also classified as other revenue sources.

In general, these sources were anticipated in the original summary financial projection and fell into the reimbursements category. Although no concentrated effort was made to exploit this particular area of revenue, by the end of the third quarter of 1984, total revenue was almost double to the original projection.

11.01.9

Use of investment programs

and effect of interest

Since the LAOOC did not benefit from governmental funding, every effort was made to identify and solicit funding from other revenue sources soon after the formation of the Organizing Committee. The two largest sources of revenue in the early years of the LAOOC proved to be the sale of broadcasting rights and

1983 Budget (in dollars)

Venues		36,500,000
Villages		30,000,000
Central Departments		
Security	42,500,000	
Technology	22,000,000	
Ticketing	17,500,000	
Transportation	10,500,000	
Food	13,000,000	
Ceremonies	6,900,000	
Office administration	11,000,000	
Olympic Arts Festival	8,700,000	
Other	66,010,000	
	198,110,000	198,110,000
Construction		
Venues	29,100,000	
Villages	4,790,000	
Other	56,000,000	
	89,890,000	89,890,000
Personnel		93,000,000
Total Expenditures		447,500,000

1984 Budget (in dollars)

		Percent change from 1983 budget
Venues	44,700,000	+ 18.5
Villages	31,500,000	+ 4.8
Central Departments		
Security	45,000,000	+ 5.6
Technology	22,250,000	+ 16.2
Ticketing	17,500,000	+ 0
Transportation	12,270,000	+ 14.5
Food	16,250,000	+ 20.0
Ceremonies	8,100,000	+ 14.8
Office administration	11,100,000	+ 1.0
Olympic Arts Festival	8,800,000	+ 1.2
Other	70,930,000	+ 7.0
	216,200,000	+ 8.5
Construction		
Venues	29,200,000	+ 0.5
Villages	4,850,000	+ 1.3
Other	57,100,000	+ 2.0
	91,150,000	+ 1.4
Personnel	92,700,000	- 0.4
Total expenditures	476,250,000	+ 6.1

1984 Budget compared to actuals (in dollars)

	Budgeted	Actuals
Venues	44,700,000	29,549,000
Villages	31,500,000	26,113,000
Central Departments		
Security	45,000,000	35,313,000
Technology	22,250,000	17,876,000
Ticketing	17,500,000	17,877,000
Transportation	12,270,000	10,644,000
Food	16,250,000	12,250,000
Ceremonies	8,100,000	8,315,000
Office Administration	11,100,000	10,452,000
Olympic Arts Festival	8,800,000	8,318,000
Other	70,930,000	44,183,000
	216,200,000	165,228,000
Construction		
Venues	29,200,000	27,770,000
Villages	4,850,000	4,902,000
Other	57,100,000	60,301,000
	91,150,000	92,973,000
Personnel	92,700,000	98,728,000
Total expenditures:	476,250,000	412,591,000
	\$ Under budget:	\$63,659,000
	% Under budget:	13.36%

sponsorship fees. In 1984, ticket revenue became the second largest source.

The investment policy of the LAOOC through 1982 was to finance committee operations from interest income. LAOOC executive management restricted this program to interest-bearing government securities since this type of investment was deemed to have a low risk factor.

Subsequent to 1982, LAOOC expenditures increased rapidly. Revenues were still invested in government securities, but instruments with shorter maturity terms were selected as the Games drew closer. Shorter maturities allowed more immediate access to LAOOC funds.

This investment policy proved successful. Investment results were comparable with the results of other investment firms over the five-year period (1979–1984), an average of approximately 12 percent per year.

INVEST, a software package which operated on an IBM personal computer, was selected to track the investment transactions of the LAOOC. Reports were printed from the INVEST system including investment listings, interest due and maturity schedules, gain/loss reports and portfolio yield reports.

Interest revenue (in millions)

Year	Amount
1979	1.1
1980	4.19
1981	7.059
1982	12.489
1983	26.384
1984	17.139

11.01.10 Revenue and the operating surplus

Without any doubt, the LAOOC will be remembered for the large operating surplus generated by tight fiscal controls as well as its very effective management and production of the Games. Major expenditures for construction of Olympic-oriented facilities had always eaten into the revenue generated for operations. The LAOOC, using past Games as reference points, established a two-part fiscal policy: 1) that the cost of new construction would be minimized through the use of pre-existing structures and corporate sponsorship of new facilities, and 2) that the LAOOC would exercise strong control of general expenditures at every level in an attempt to maximize its chances of running the Games at a surplus.

A conservative attitude was clearly evident in the LAOOC's estimation of revenue generated from the available sources. Even with revenue exceeding expectations in hand, the LAOOC continued to stage the Games in a fiscally conservative and prudent manner, knowing that problems could arise that would alter its fiscal picture.

This fiscal prudence was not intended to detract from the Games. On the contrary, the LAOOC was intent upon following the plan it felt certain would lead to a successful Games.

With the formula for the disposition of any surplus contractually decided by contract with the United States Olympic Committee, the LAOOC moved forward to produce a most successful Games from the perspective of both participants and athletes alike. The surplus generated by these Games—\$215 million, with the possibility of a \$250 million surplus by the time the LAOOC dissolves—is the largest in Olympic history, and proved that an organizing committee could stage a successful Games without government monies and with no detrimental effects on the host community. The legacy of these Games will be a positive and lasting one.

11.02 Budgeting and control of expenses

11.02.1 Concept and goals

As with any business venture, the LAOOC placed as much importance on budgeting and control of expenses as it did on the acquisition of revenue. If excessive spending was not controlled, no amount of revenue would overcome this drain on the operating capital of the LAOOC. Accurate budgeting, giving consideration to anticipated revenues and potential problem areas, and strict controls on expenditures were essential elements to a financially successful production of the Games. The preparation of the budget for the 1984 Olympic Games was a monumental task. Use of prior Games' budgets was next to worthless since time, resources, location and physical layout of the Games were radically different.

Budgets were developed and prepared for all the 1983 pre-Olympic events, an initial 1984 Games budget, a revised 1984 Games budget and an Orientation Day budget. Additional budgeting sub-systems were developed in the areas of permanent staffing, construction and private security.

11.02.2 initial budgeting 1979–1983

The first budget, which included the time period from May 1983 through the Games and subsequent liquidation of assets, was prepared in April 1983. The operational philosophy behind this, and every, budget was that total expenses for all departments (inclusive of venues) would be less than the minimum forecasted revenue less \$15 million. Anticipating minimum revenue and maximum expense due to such

problems as the inability to recruit volunteers and contractor price inflation, the initial budget, following the complete production of the Games, showed a \$15 million surplus.

The budget format was developed by the Budgeting Department of Finance, which consisted of three LAOOC staff members in April 1983, along with a consultation team from Arthur Young & Company. Each department was designated as a project cost center. Budget forms were designed and distributed to all department heads for completion. Completed forms were returned to the Budget Department for review and identification of omissions and overlaps.

The compiled information was reviewed in budgeting sessions with the LAOOC executive vice president/general manager, followed by subsequent reviews to examine changes implemented after discussion in initial sessions. All budgets were provisional in that any expenditure greater than \$1,000 required approval of the executive vice president/general manager even though it was contained within the budget.

11.02.3 Final budget 1984

During March 1984, the final budget was prepared. The initial budget, completed in April 1983, was no longer accurate since new budget-related information had been developed from the recently completed venue development plans and the commissioner's mandate. This mandate outlined the commissioner's responsibility with respect to the venue expenses.

Financial controls were placed at the beginning of the budgeting process. Approval for expenditures, for example, was required before purchase orders were drafted and commitments signed. All contracts and purchase orders were reviewed before they were signed by financial control managers for budget validation. Budget changes consisted of reallocation of budget amounts only. Dollar amounts were moved from one cost category to another but the total dollars in the budget remained unchanged.

Substantial contingency accounts were contained in the overall budget. These accounts were either for a specific item, such as extra security forces, or allocated to management officers, such as group vice presidents, for general purposes. In most cases, costs that had the potential to affect these contingency accounts failed to materialize. Thus, 90 to 95 percent of the contingency amounts went unused.

Security over budget information was extremely tight. Each project manager received the information for his department only. Information regarding the number and amount of contingency accounts was not circulated. This policy contributed to effective control over the budget even as some project managers grumbled over the loss of flexibility in the budget process.

11.02.4 Pre-Games budget exercises

Manual budgets were developed for the 1983 pre-Olympic events. These events, and the budgets developed for them, served as tests of several budget formats and cost tracking systems. In addition, a separate budget was developed for the 2 June 1984 orientation. This orientation budget was developed and tracked over a very short period of time and proved to be a successful dry run before the Games.

11.02.5 The budgeting system

The Games budgeting system was programmed and operated on an IBM personal computer. The system compiled budgeted amounts for over 5,000 individual line items. This system contained budget amounts only. No actual costs were tracked, which allowed for quick turnaround on budget revisions as new budget reports could be run as needed.

The budgeting system information was entered into a separate general ledger system by diskette. Similarly, purchase order commitments and payments from the purchase order/accounts payable system were entered into the general ledger system by tape and from the payroll system by manual journal entries. Since this data was entered by three different devices, reporting turnaround time was slow.

A permanent staff budgeting system was also developed and operated on an IBM personal computer. The format included a line item for each staff position. The staff budget was compiled by the Budgeting Department and approved in total by the executive vice president/general manager of the LAOOC. However, the executive vice president/general manager had to approve each requisition for a new staff member, even though the position was contained in the previously approved staffing budget. Approximately 25 percent of the requisitions were rejected in this review process. Because of this, all of the departments' permanent staff costs came in under the budgeted amounts. On a short-term basis, this was a good example of strong financial control on expenditures.

A construction budgeting sub-system was prepared on the personal computer. Contract parts lists and where-used lists were entered into the system. Then, when a price change for a part was reported, the financial impact of the change was assessed quickly.

A private security budgeting system was developed on the personal computer. Security costs were detailed by venue, by day and by shift and any change in security operations was quickly calculated.

Finance

Financial statements (1979–1984) (in dollars)

	1979		1980				1981			
	4th qtr.	1st qtr.	2nd qtr.	3rd qtr.	4th qtr.	1st qtr.	2nd qtr.	3rd qtr.	4th qtr.	
Assets:										
Cash	90,655	1,078,734	171,938	232,701	86,000	37,544,000	752,000	1,500,000	2,186,000	
Short-term cash investments	21,493,886	22,448,735	27,151,536	31,037,244	37,302,000	9,760,000	48,515,000	50,637,000	60,752,000	
Sponsorship revenue receivable	2,000,000			1,500,000			200,000		1,087,000	
Other receivables, principally interest	520,199	1,105,158	818,658	1,281,944	1,502,000	2,572,000	2,044,000	2,408,000	1,934,000	
Deposits	294,350	298,383	298,383	308,294	298,000	350,000	372,000	571,000	286,000	
Investments of proceeds of coin program										
Total Assets:	24,399,090	24,931,010	28,440,515	34,360,183	39,188,000	50,226,000	51,883,000	55,116,000	66,245,000	
Liabilities & deferred amounts:										
Accts payable/accrd. liabilities		41,965	33,706		91,000	60,000	246,000	878,000	923,000	
Accrued salaries	88,787	37,100	9,620	31,686						
Contract advances						4,000,000	4,000,000	4,000,000	4,000,000	
Commitments										
Deferred amounts:										
Revenue	45,106,299	46,011,134	49,958,865	54,418,844	66,917,000	74,797,000	77,367,000	85,449,000	104,764,000	
Less expenditures	20,795,996	21,159,189	21,561,676	22,120,967	27,820,000	28,631,000	29,730,000	35,211,000	43,442,000	
Payable for investments purchased				2,030,620						
Due to IOC										
Ticket order deposits										
Other deposits										
Fund balance										
Total liabilities and deferred amounts:	24,399,090	24,931,010	28,440,515	34,360,183	39,188,000	50,226,000	51,883,000	55,116,000	66,245,000	
Revenues:										
Television	40,000,000	40,000,000	40,000,000	40,000,000	48,000,000	48,000,000	48,000,000	48,000,000	59,010,000	
Sponsorship	4,000,000	4,030,000	7,085,000	10,510,000	13,620,000	19,574,000	20,465,000	27,005,000	33,409,000	
Interest and other	1,106,299	1,981,134	2,873,865	3,908,844	5,297,000	7,223,000	8,902,000	10,444,000	12,345,000	
Coin program										
Ticket										
Total revenues:	45,106,299	46,011,134	49,958,865	54,418,844	66,917,000	74,797,000	77,367,000	85,449,000	104,764,000	
Expenditures:										
IOC	20,000,000	20,000,000	20,000,000	20,000,000	25,000,000	25,000,000	25,000,000	25,000,000	30,000,000	
General and administrative	795,996	1,159,189	1,561,676	2,120,967	2,820,000	3,631,000	4,730,000	5,891,000	7,885,000	
Payments toward construction/ use of venues/facilities								4,320,000	5,557,000	
Total expenditures:	20,795,996	21,159,189	21,561,676	22,120,967	27,820,000	28,631,000	29,730,000	35,211,000	43,442,000	
Excess of revenues over expenditures, deferred:	24,310,303	24,851,945	28,397,189	32,297,877	39,097,000	46,166,000	47,637,000	50,238,000	61,322,000	
Resources provided:										
Excess of revenues over expenditures, deferred	24,310,303	24,851,945	28,397,189	32,297,877	39,097,000	46,166,000	47,637,000	50,238,000	61,322,000	
Television deposits received	3,750,000	3,750,000	3,750,000	3,750,000						
Increase in accrued salaries	88,787	37,100	9,620	31,686						
Increase in A/P-accrd. liab.		41,965	33,706		91,000	60,000	246,000	878,000	923,000	
Increase in payables for investments purchased				2,030,620						
Increase in contract advances						4,000,000	4,000,000	4,000,000	4,000,000	
Increase in amount due IOC										
Increase in ticket order deposits										
Increase in other deposits										
Total resources provided:	28,149,090	28,681,010	32,190,515	38,110,183	39,188,000	50,226,000	51,883,000	55,116,000	66,245,000	
Resources used:										
Television deposits repaid	3,750,000	3,750,000	3,750,000	3,750,000						
Increase in sponsorship revenue receivable	2,000,000			1,500,000			200,000		1,087,000	
Increase in other receivables	520,199	1,105,158	818,658	1,281,944	1,502,000	2,572,000	2,044,000	2,408,000	1,934,000	
Increase in deposits	294,350	298,383	298,383	308,294	298,000	350,000	372,000	571,000	286,000	
Total resources used:	6,564,549	5,153,541	4,867,041	6,840,238	1,800,000	2,922,000	2,616,000	2,979,000	3,307,000	
Increase in cash and short-term investments:	21,584,541	23,527,469	27,323,474	31,269,945	37,388,000	47,304,000	49,267,000	52,137,000	62,938,000	

See notes to combined financial statements in section 11.09.

1982				1983				1984		
1st qtr.	2nd qtr.	3rd qtr.	4th qtr.	1st qtr.	2nd qtr.	3rd qtr.	4th qtr.	1st qtr.	2nd qtr.*	3rd qtr.
726,000	1,516,000	850,000	967,000	261,000	49,833,000	2,453,000	138,000	2,111,000		
88,881,000	87,806,000	94,384,000	104,831,000	123,356,000	146,575,000	291,695,000	244,398,000	291,169,000		251,643,000
898,000	200,000		195,000	383,000	275,000					
2,457,000	2,800,000	3,479,000	968,000	2,746,000	1,432,000	1,854,000	4,104,000	3,523,000		15,735,000
286,000	286,000	305,000	305,000	305,000	363,000	388,000	1,808,000	1,821,000		956,000
			5,031,000	7,421,000	8,066,000	10,662,000	14,469,000	18,089,000		
93,248,000	92,608,000	99,018,000	112,297,000	134,472,000	206,544,000	307,052,000	264,917,000	316,713,000		268,334,000
1,295,000	550,000	785,000	1,707,000	1,273,000	3,996,000	6,669,000	9,334,000	8,897,000		53,329,000
4,000,000										
139,296,000	148,052,000	160,951,000	183,594,000	219,978,000	235,972,000	257,368,000	285,541,000	347,914,000		
54,543,000	59,194,000	62,718,000	73,004,000	86,779,000	100,812,000	126,944,000	149,334,000	182,689,000		
3,200,000	3,200,000									
					67,388,000	169,959,000	117,018,000	135,837,000		
							2,358,000	6,754,000		215,005,000
93,248,000	92,608,000	99,018,000	112,297,000	134,472,000	206,544,000	307,052,000	264,917,000	316,713,000		268,334,000
81,927,000	82,072,000	82,477,000	91,627,000	112,752,000	114,333,000	114,948,000	123,408,000	158,647,000		286,524,000
41,928,000	47,585,000	56,844,000	62,133,000	71,327,000	76,794,000	84,382,000	90,578,000	100,547,000		123,191,000
15,441,000	18,395,000	21,630,000	24,834,000	28,652,000	36,779,000	47,376,000	57,086,000	71,023,000		167,303,000
			5,000,000	7,247,000	8,066,000	10,662,000	14,469,000	17,697,000		29,707,000
										139,834,000
139,296,000	148,052,000	160,951,000	183,594,000	219,978,000	235,972,000	257,368,000	285,541,000	347,914,000		746,559,000
37,591,000	37,625,000	37,775,000	41,641,000	46,657,000	47,185,000	47,354,000	47,497,000	48,282,000		49,696,000
9,857,000	12,779,000	15,627,000	21,601,000	29,012,000	40,697,000	61,910,000	78,178,000	107,478,000		384,469,000
7,095,000	8,790,000	9,316,000	9,762,000	11,110,000	12,930,000	17,680,000	23,659,000	26,929,000		97,389,000
54,543,000	59,194,000	62,718,000	73,004,000	86,779,000	100,812,000	126,944,000	149,334,000	182,689,000		531,554,000
84,753,000	88,858,000	98,233,000	110,590,000	133,199,000	135,160,000	130,424,000	136,207,000	165,225,000		215,005,000
84,753,000	88,858,000	98,233,000	110,590,000	133,199,000	135,160,000	130,424,000	136,207,000	165,225,000		215,005,000
1,295,000	550,000	785,000	1,707,000	1,273,000	3,996,000	6,669,000	9,334,000	8,897,000		53,329,000
4,000,000										
3,200,000	3,200,000									
					67,388,000	169,959,000	117,018,000	135,837,000		
							2,358,000	6,754,000		
93,248,000	92,608,000	99,018,000	112,297,000	134,472,000	206,544,000	307,052,000	264,917,000	316,713,000		268,334,000
898,000	200,000		195,000	383,000	275,000					
2,457,000	2,800,000	3,479,000	968,000	2,746,000	1,432,000	1,854,000	4,104,000	3,523,000		15,735,000
286,000	286,000	305,000	305,000	305,000	363,000	388,000	1,808,000	1,821,000		956,000
3,641,000	3,286,000	3,784,000	1,468,000	3,434,000	2,070,000	2,242,000	5,912,000	5,344,000		16,691,000
89,607,000	89,322,000	95,234,000	110,829,000	131,038,000	204,474,000	304,810,000	259,005,000	311,369,000		251,643,000

See notes to combined financial statements in section 11.09.

*Second quarter financial statements were not issued.

**11.02.6
Commitment reports**

A commitment report was produced from the data contained in the general ledger. This report listed, by line item for each project, the budgeted amount, open purchase orders, actual cost and variance between original budget and estimated final cost. The report was run monthly in 1983, biweekly in 1984 and daily commencing six weeks prior to the Games. Unfortunately, these reports were often outdated due to integration time lags between the purchase order, accounts payable, payroll and general ledger systems. From this report, during the second week of the Games, it was apparent that expenses were not going to spiral out of control. A decision was made to discontinue this daily commitment report and allocate the manpower to other financial areas.

Each project manager received the commitment report for his project. Group vice presidents and senior management received summary level reports. A manual commitment report was prepared every two weeks, starting in May 1984. This was a time-phase report designed to determine if commitments were being made early enough to ensure completion of the project in time for the start of the Games. The initial reports showed that spending was behind schedule. With further investigation, it was found in many cases that a portion of the expense would not be realized and that the project would be completed on time and at substantially less than the budgeted amount.

**11.02.7
Budgeting staff**

The Budgeting Department was established in March 1983 with a director of budgeting and two budget managers. Additional budget managers were added in the next few months, each responsible for the budgeting activities of either two to three sports or four to five functional departments. In April 1983, each budget manager responsible for sports took on the dual role of budget manager and financial control manager. The financial control manager reported to the director of budgeting for budget control purposes and to the controller for venue operations. The seven functional department budget managers reported solely to the director of budgeting. Additionally, a

coordinator of systems and reports was responsible for the operations of the budgeting computer system.

**11.02.8
Expenses and the operating surplus**

The ability of the LAOOC to successfully exploit different revenue sources was matched by its ability to project and then manage the amount of money it required to produce the Games. By constantly keeping in mind the possibility of major problems forcing costs upward, the LAOOC exhibited an extremely cautious approach to spending. Every opportunity was given to departments and venues to re-evaluate and cut their budgets without jeopardizing the quality of the Games. Review by senior management prior to financial commitment kept spending in check during the pre-Games period. Having displayed early this strong desire to minimize excess spending, senior management stressed the importance of keeping within agreed-to budgets to department heads and venue management.

The result of these controls was exhibited in the reconciliation of the final 1984 budget with actual expenditures. Two-thirds of the major project centers spent less than budgeted. Overall, expenditures were more than 13 percent under the 1984 budget, a dollar equivalent in excess of \$63 million.

**11.03
Economic impact of the Games**

**11.03.1
Overview**

Economic Research Associates (ERA) was hired in 1982 to conduct a study of the potential economic impact of the Games on the Southern California area and to forecast the effects the Games might have on various segments of the local and regional economies. Its first report, forecasting the expected economic impact, was developed in October 1982 and made public by the LAOOC at the end of that same month. ERA's second report, utilizing hard data from the Games, was issued in September 1984. Only the aspects of economic impact that could be measured quantitatively were included in the ERA study. The information contained within this section is derived from the second and final report from ERA.

The impact of the Games, although spread out over a number of years, was concentrated in the calendar year 1984. The total impact—a remarkable \$3.29 billion is significant in the context of the Southern California economy. For example, the total impact of \$3.29 billion represents roughly 1.6 percent of the current

year's total gross product in Los Angeles County. By comparison, world's fairs of the magnitude of Seattle's 1962 or Knoxville's 1982 World's Fair which ran for a six-month period generated \$1.0 to \$1.5 billion in total impact.

Total economic impact of the Games occurred on two levels: primary and induced, with primary impact referring to the initial first round expenditures directly associated with the event, while induced impact referring to the subsequent respending of the initial (primary) income. This induced impact had a substantial effect on an economy as large and diversified as that of Southern California. The final factor affecting economic impact was displacement, whereby normal tourism and resident expenditure patterns were adversely altered by the occurrence of the event.

**11.03.2
Primary impact**

Primary economic impact consisted of the following components:

- Pre-Olympic visitation and business activities relating to Olympic Committee officials, sponsors, media, Olympic licensees and contractors
- Major communications, electronic media, and other capital improvements
- Incremental sponsorship advertising
- Cultural events, exhibits and activities
- Related pre-Olympic sporting events
- Olympic venue and village operations
- Out-of-town visitor expenditures
- Local resident Olympic-related expenditures
- Olympic souvenir and merchandise sales
- Governmental revenue
- Long-term benefits accruing to the local community

Gross primary expenditures, based on the listed components, were estimated to be \$1.2419 billion. The value added to the local economy by these expenditures was estimated to be \$1.097 billion. Neither of these figures reflected the \$50 million share of television revenues sent to the International Olympic Committee or the \$90 million share of surplus revenue anticipated for the United States Olympic Committee.

Employment, expressed in terms of manpower years, totaled 25,000 with corresponding earnings of \$494 million. Given the short term nature of

the peak Olympic Games period, it was estimated that most of the employment opportunities were of four month duration or less, meaning that some 37,500 new jobs were created and another 37,500 existing employees received additional income. These figures did not include the 27,700 LAOOC volunteers who were not compensated with wages.

**11.03.3
Induced impact**

The induced impact of the Games is derived from the primary impact dollar total multiplied by a factor developed by the U.S. Department of Commerce Bureau of Economic Analysis. For a regional area such as Southern California, a factor of three was determined to accurately reflect respending and induced total economic impact. Working backwards from this total economic impact figure, the difference between the dollar value of the primary economic impact and the displacement value is one half of the induced impact dollar value.

Induced total economic impact from the 1984 Olympic Games

	<i>Economic impact</i>
Gross value-added primary economic impact	\$1,097,109,000
Less displacement	-331,084,000
Net primary economic impact	766,025,000
Induced impact (3.0 times the net primary economic impact less the net economic impact)	1,532,050,000
Total	\$2,298,075,000

**11.03.4
Displacement**

Displacement in the Southern California area was high during the Games and was attributed to the event itself by the media, whereas the ERA study showed numerous factors, not all of them directly attributable to the Games, as part of the problem. Among the factors were:

- Regional summer tourism in the United States and in Southern California did not rebound to the record 1982 levels.
- The highly valued U.S. dollar had been a disincentive to foreign tourists on the one hand, and had meant a surge of U.S. tourists to foreign destinations (instead of the U.S. and Southern California) on the other hand.
- Widespread national media reporting of potential congestion at the Games, and of potentially exorbitant visitor travel and accommodation pricing in early 1984 had negative effects on potential summer tourists and visitors.

- The Games, having been known to be scheduled for Los Angeles for six years, resulted in alternative vacation and visitation planning by out-of-town tourists and by regional residents, and some postponement of business trips.
- Regional residents spent substantial sums on participation in the 1984 Games they would otherwise have spent on other recreational activities in Southern California or outside the region.

ERA estimated that the potential worst case displacement value might be \$331 million, based upon both a slow tourist summer nationally and in Southern California as well as displacement caused by the Games. The worst case displacement value is composed of \$168 million of regional resident expenditures at the Games and \$163 million of lost out-of-region visitor/tourist expenditures which did not occur in Southern California for reasons described previously. Even if this worst case displacement is taken into consideration, the Games economic impact easily overcame the displacement and provided enormous benefit to the Southern California region.

11.03.5 Economic impact on government

The economic activity created by hosting the Games produced substantial government revenues at all levels. The city of Los Angeles was expected to receive \$33.5 million in revenues and payments for services as a result of the Olympic Games. The special Olympic ticket distribution tax and special transient occupancy tax surcharge accounted for \$17.7 million of the total. Revenues accruing to the county of Los Angeles were estimated at \$192,000. This lower level principally resulted from a relative scarcity of visitor services that existed in the unincorporated county area. However, several countywide agencies received substantial revenues as a result of Olympic related activities. For example, the Los Angeles County Transportation Commission received \$1.739 million generated by the mass transit 0.5 percent sales tax levy and SB 325 sales tax allocation. Furthermore, incremental revenues accruing to other local political jurisdictions as a result of hosting the Games were estimated in the range of \$12.5 million, including payments by the LAOOC for law enforcement cost reimbursement contracts. The state of California was

Summary of gross primary economic impact by component (thousands)

Gross primary impact activity	Gross expenditures	Value added component
Pre-Olympic visitation and business activities	\$ 4,532	\$ 4,532
Communications, electronic media, and other related capital expenditures	100,000	80,000
Additional sponsorship advertising	4,000	4,000
LAOOC sponsors, LAOOC suppliers, and other corporate entertainment/representation expenditures	5,000	5,000
Cultural activities		
Events	11,500	9,200
Related expenditures	6,858	6,858
Related pre-Olympic sporting events		
Events	2,300	1,840
Related expenditures	1,000	1,000
Olympic Games and village operations	454,500	420,413
Licensed sponsors and suppliers goods and services to LAOOC	47,350	47,350
Out-of-town visitor expenditures		
Visitors in commercial accommodations	264,243	251,031
Visitors with friends/relatives	174,664	165,931
Local resident expenditures	19,847	18,855
Local souvenirs and merchandise	45,000	20,000
Non-local souvenirs and merchandise	50,000	10,000
Village resident expenditures	2,775	2,775
Local government revenues	48,324	48,324
Gross expenditure subtotal	1,241,893	1,097,109
Future value economic impact of LAOOC Amateur Athletic Foundation (minimum)	50,000	50,000
Total	1,291,893	1,147,109

expected to receive \$48.9 million in tax revenues attributable to the Games, with individual and corporate income tax accounting for 75 percent of the total. The value of new construction on government and university properties by the LAOOC and its donors and sponsors had been calculated to be roughly \$28 million. This value, when added to the estimated \$96.9 million in local and state governmental revenues generated by primary impact expenditures in Southern California, comprised a total of \$124.9 million in immediate revenues and long-term benefits.

11.03.6 Potential benefits to the community

A future benefit for all Southern California will be generated by the LAOOC Amateur Athletic Foundation which will receive in excess of \$50 million from the 1984 Games operating surplus. As these funds and their interest earnings are expended in the region, additional positive economic impact will occur. The benefits will uniquely flow to the youth of the region for many years to come.

Among the other benefits to the communities in Southern California:

- The Games were located throughout Southern California, dispersing expenditures into many communities and governmental jurisdictions.

- Visitor capture investments (hotel/motel rooms, dining, etc.) were made earlier than normal, for the Games, and also because of increased regional business expectations.
- Cultural facilities were opened prior to the Games and enjoyed enhanced visitation. The new museums and exhibitions at Exposition Park recorded 1.5 million visitors during the Games, with substantial attendance increments continuing since the Games.
- Increased "host capacity" of the Southern California region is evident in the development of large numbers of new hotel rooms inventories—more than 12,000 since 1982.
- Southern California venue cities have become recognized national venue names and will gain enhanced business over the long run.
- Although there was a relatively modest amount of new permanent facility construction which took place for the 1984 Games, there nonetheless was an estimated \$28 million in facilities which remained in the community for future use.

11.04 Government financial involvement

Two important events occurred early in the history of the LAOOC that made it imperative for it to hold an Olympic Games free of government financial involvement. On 7 November 1978, the voters of the city of Los Angeles passed a charter amendment prohibiting any capital expenditures by the city on the Olympics that would not, by binding legal commitment, be paid back. As a consequence of this amendment, the LAOOC had to be self-financing without reliance upon local government grants or loans.

Also during these early years the LAOOC made an attempt to procure a federal grant for \$200 million toward the funding of the Games. When the difficulty of securing this grant became apparent to the Organizing Committee, the principle of no local government funding was extended to no governmental funding of any sort.

Services provided by all levels of government—local, state or federal—were paid for by the LAOOC following the pattern established by the city of Los Angeles and the passage of the charter amendment. The straightforward business approach to dealings with the government did not mean that the LAOOC sacrificed the goodwill needed to operate this enormous international event. On the contrary, this new approach to financing the Games allowed the various governments to focus their efforts on providing needed social services without having to fear that they would not be compensated for their efforts.

Even without the government's actual involvement in the financial operations of the Games, revenue from the organization of the Games did flow back to the various state and local governments in amounts in excess of \$90 million. The federal government operated the Olympic commemorative coin program with an obligation to run it at no cost to the government or the taxpayers.

The effect of the absence of government funding of the Games was less than minimal. Non-government sources were approached and asked to make up the revenue difference and their response was far beyond the LAOOC's greatest expectations. The LAOOC raised \$651 million from non-governmental sources compared with \$72 million raised by the Montreal organizers.

**11.05
Procedures for financial control and operations**

**11.05.1
Accounts payable**

The accounts payable function consisted of processing and payment of vendor invoices, contractual obligations and expense reports as well as the financial report of these activities. The LAOOC operated on a cash basis with respect to its obligations. The goal was to remit payments as quickly as possible in order to build confidence in the LAOOC as a viable entity in the business community. During 1984, the LAOOC's peak activity year, the LAOOC did business with over 12,000 vendors, processing more than 55,000 invoices and preparing approximately 33,000 checks.

The financial system software was provided to the LAOOC by Walker Interactive Products. This system was selected in October 1982 by the Technology Department. The accounts payable, purchase order and materiel management applications were installed on IBM hardware located in downtown Los Angeles at the offices of LAOOC sponsor Transamerica. Thirty IBM terminals were installed at the administrative headquarters in Culver City for data input.

The Walker System was on-line, real-time and interactive, permitting communications across the applications. The system required a three-way match of the invoice with the purchase order and receiver before payment could be generated. This system was quite complex and the implementation period for the software was quite lengthy. Technology and Finance staff, along with Walker and Transamerica personnel, spent more than six months implementing and testing the software for errors. Eventually, a computer programmer was hired by the LAOOC to program

and install fixes for the major software problems encountered. "Work-around" procedures were devised for software difficulties that could not be fixed on a timely basis. Thorough system procedures were prepared by the Technology Department to aid in familiarizing staff with the system.

Daily reports were run overnight at Transamerica and delivered to the administrative headquarters in Culver City by courier each morning. Reports included the transaction, daily invoice and check registers. Monthly reports included a cumulative check register and an account distribution which was posted to the general ledger to provide purchase order commitment reporting.

Payment of an invoice consisted of the following steps:

- Invoice received from vendor and date stamped
- Invoice logged into in-processing book
- Invoice sent out to originating department for approval and general ledger coding
- Invoice received from department and date stamped
- Invoice logged out of in-processing book
- Invoice batched and input to system
- Check printed overnight
- Check mailed
- Backup sent to vendor file

Rush checks were processed as follows:

- Manual check typed, signed and delivered
- Invoice and check details entered into system on next day
- Backup sent to vendor file

The Accounts Payable Department staff consisted of a department manager, supervisor and seven accounts payable clerks in December 1983. Prior to the Games in 1984, 23 additional clerks were hired and trained. However, during the Games, only eight clerks were left in the department, as the other clerks were sent to venue finance offices. The system was in use 14 hours a day, six days a week through June 1984. In July, system usage was increased to 15 hours a day, seven days a week and remained at that level through September. System use was then cut back to pre-Games levels through the end of 1984.

**11.05.2
Accounts receivable**

The responsibilities of the accounts receivable area were to obtain receivables information from the various departments involved, record

Projected primary impact employment generated by 1984 Olympic Games

	<i>Earnings (in millions)</i>	<i>Employment Man- years</i>
Olympic operations (sports venues, villages, administration, security, etc.)	\$172.266	8,720
Construction activities	38.170	1,930
Cultural activities and youth programs	4.140	210
Visitor and local resident participant services	203.770	10,310
Merchandise manufacture and distribution	13.500	680
Other	62.154	3,150
Total	\$494.000	25,000

the obligations in the general ledger, type and send invoices and record payments received by the Treasury Department. Nine receivables accounts were used. They were: licensees, sponsors, royalties, broadcasters, suppliers, honorariums, premiums, employees and miscellaneous receivables.

An IBM software product operating on an IBM personal computer was used to manage the accounts receivable function. The accounts receivable needs were not complex and, therefore, a small software package with a few extras was adequate.

The obligation was initially debited to the proper account in the system upon receipt of documentation from the originating department. Invoices were manually typed and mailed according to the payment schedule. Cash receipts, received from the Treasury Department, were credited to the various accounts. Journal entries were prepared to record the activity in the general ledger. Debit memos were issued and signed by the treasurer or vice president of Finance to write off a debt or correct an error.

Reports, which consisted of an invoice register, revenue collection journal and customer file, were produced weekly. At the end of the month, these reports plus an accounts receivable ledger and aged trial balance were run. An accrual journal entry was also submitted to the general ledger at this time.

The accounts receivable system input and processing was completed by a single accounts receivable clerk. The work was then reviewed by the senior manager of financial operations.

Although this system worked well, minor modifications to both accounts receivable (A/R) policy and software would have been of benefit. Receivables software that interfaced with the general ledger and accounts payables would have alleviated the number of manual journal entries and discovered discrepancies between cash receipts and the general ledger. Management should have been more strict with enforcing the use of the A/R system within all departments, should have given collection responsibilities to the A/R area to increase collections

efficiency and should have required cross-checking of employee terminations with the employee receivables account to increase the collection ability on outstanding employee receivables.

**11.05.3
Contract administration**

Contract administration was a major function of the Treasury Department. The LAOOC entered into more than 3,000 contracts, including sponsors, licensee, supplier, premium, consultant, construction, cultural, hotel, concession and venue agreements.

An IBM Displaywriter and Reportpack software were used to manage the details of the contracts. After a contract was received by the contract administration area, an extract of important points and dates was written and the payment schedule was noted using Reportpack software. In this manner, the contracts could be sorted by date.

A memo was generated and sent to the originating department as payments became due. The memo requested confirmation of fulfillment of the obligation by the contractor. Upon confirmation, a check request was issued and a check generated by the accounts payable area of the Controller's Department.

The administration function was staffed by a group consisting of a manager, an attorney and four staff members.

**11.05.4
Insurance**

Important in the planning stages of the Games was the negotiation of the LAOOC insurance program. The two components of the program were comprehensive general liability and medical insurance policies.

The general liability policy was secured in 1982. It proved invaluable in negotiations with the cities and venues where events were to be held, as it

provided protection to the entities. The scope of the program was comprehensive and included property damage, automobile and general liability coverage.

The medical insurance policy was secured in 1983. Prior organizers had provided a standard travel accident plan for the athletes and press. The LAOOC policy was innovative in that it covered the entire Olympic Family and provided for all emergency medical care. This plan alleviated the administrative burden of American hospitals dealing with foreign insurance companies and guaranteed payment for American hospitals.

The LAOOC reviewed several insurance companies before selecting Transamerica Insurance Co. as its carrier. Transamerica, which became an official sponsor of the Games, offered the best policies at competitive premiums.

The medical policy covered members of the IOC, athletes and officials. Additionally, members of the press could purchase insurance coverage. The policy premium was \$30 per participant for coverage up to \$20,000 in medical bills. The LAOOC paid the premiums for all the Olympic Family members with the exception of the IOC members and their guests. These premiums were paid by the IOC.

The medical policy was unique in that it provided profit-sharing upon expiration. If the policy resulted in a profit after deduction of all medical expenses, the excess premium funds would be split equally between the LAOOC and Transamerica. Any losses would be borne by Transamerica.

The insurance program was monitored by the treasurer, an insurance manager and one insurance clerk. During the Games, the Treasury Department manned a 24-hour insurance problem-solving telephone line.

11.05.5 Payroll

The payroll function was split into two major categories: permanent payroll and Games payroll. Permanent payroll consisted of approximately 1,500 employees at its peak and included all employees hired prior to 2 June 1984. The Games payroll encompassed approximately 10,000 in-processing, Olympic Arts Festival, transportation, sports venue and village employees hired on or subsequent to 2 June 1984. The two payrolls, although handled by the same software system, had separate procedures.

The payroll processing and reporting needs of the LAOOC were handled by an outside service, Automatic Data Processing (ADP), through November 1983. Manual input was prepared by the LAOOC Payroll Department and submitted to ADP for computer input and processing. In late 1983, a change

to another outside service, Pay-Fone, was made. This decision was based primarily on Pay-Fone's offer to donate all services to the LAOOC.

Pay-Fone operated on an IBM mainframe computer at Pay-Fone headquarters in North Hollywood. Payroll data was entered into 10 IBM personal computers located in the Payroll Department at the administrative headquarters. Each personal computer was equipped with a 10 mega-byte hard disk drive for volume storage purposes. The payroll data was transferred from the personal computer via modem and telephone data line to the Pay-Fone host computer for processing and production of paychecks and related reports.

Permanent payroll was transferred from ADP to Pay-Fone in November 1983. Employee master files for existing employees were established by Pay-Fone at the Pay-Fone headquarters. New employees were set up on the personal computers at the LAOOC administrative headquarters, based on data received from the Human Resources Department, and transmitted to Pay-Fone's host computer. Detailed operating procedures for use of the Pay-Fone system were written by the Technology Department. The Payroll Department was responsible for weekly data entry for the regular bi-weekly payroll.

A bonus payment payroll was input and run subsequent to the Games. Also, each permanent employee was entitled to a severance payment, amounts of which were calculated manually by the Payroll Department. Each permanent employee then received a severance paycheck on his termination date.

Hand distribution of pay checks became increasingly more difficult as permanent employees moved out from the administrative headquarters to their Games positions. The United States Postal Service was first used, but a delivery period of three days for local mail was encountered. Thereafter, pay checks were delivered to the site by the Games payroll coordinator or picked up at the administrative headquarters by the employee.

The Games payroll consisted of those employees hired on a temporary basis to staff the Games. The Games Staffing System (GSS), an in-house system, was developed to handle job placements

for the temporary employees. The system matched job applicants with job requisitions submitted by various departments. These employees reported to work at over 100 locations.

The GSS contained all information necessary for the payroll employee master files including name, address and pay rate. The Pay-Fone employee master files were created by a tape download from GSS (resident on an IBM System/38) to the Pay-Fone host computer in June 1984. Pay-Fone transmitted the files to the personal computers at the administrative headquarters. This file creation process guarded against data entry errors. The link between GSS and Pay-Fone was maintained for budgetary control (in GSS) over the number of Games employees and corresponding pay rates. However, GSS was not maintained on a timely enough basis to allow payroll to be dependent on it; employees were hired and not input to GSS and pay rates were changed after employees were downloaded to Pay-Fone. These and other similar problems caused the link between the two systems to break down just prior to the Games. Employees were then entered into the payroll system manually, based on information received from personnel coordinators and others.

The Pay-Fone System required the entry of hours worked for all employees, including exempt (salaried) employees. Also, the system did not allow pre-programming of employee start dates and termination dates. Each employee had to be manually activated and terminated in the proper pay periods. Pay-Fone created weekly time sheets for manual recording of start dates and hours worked. Completion of a time sheet triggered payroll processing and payment of a Games payroll employee for that time period. Similarly, if a time sheet was not submitted (time sheet required signature approval by the employee's manager), it was assumed that the employee did not work that week or the scheduled termination date had passed. Payroll processing problems were encountered due to the failure of managers at the various Games locations to properly complete and submit the weekly time sheets to the payroll coordinator assigned to each location.

A payroll coordinator, whose duties included the distribution, collection and review of department time sheets as well as paycheck distribution, was designated from the Finance staff at each venue. This position proved important; however, venue finance was staffed with volunteers whose first day of work commenced with the opening day of the Games. Training for payroll duties was limited due to this restriction.

Games payroll procedures were written by the controller's department covering the entire payroll process from time sheet preparation to check distribution. The appropriate sections of this manual were sent to all commissioners, venue directors, managers, finance staff and Games payroll employees, with cover memos explaining their role in the Games payroll.

A payroll command center was established at the LAOOC's administrative headquarters during the Games. The center was staffed from 0800 to 2000 hours, seven days a week, for approximately six weeks during and after the Games. This liaison role between the sites and the Payroll Department was very effective in solving the payroll processing problems.

11.05.6 Purchasing

Once a determination had been made that a particular item was needed, whether it was anticipated or not, the originating party completed a requisition form. This form detailed the specific item by cost and vendor and included budgetary information. The completed requisition was the secondary source document (the first being the original materiel item list) for the materiel management system. Information from the requisition was used to update item, vendor, venue and warehouse materiel reports.

To complete the requisition, the requesting party had to do some initial research on vendor availability because of the relatively small size of the central purchasing staff. The purchasing staff would seek a vendor only if one was not identified on the requisition.

For the requisition to become valid, the information contained on the form had to be correct and complete and include appropriate authorizing signatures. A requisition which requested materiel with an estimated total cost under \$250 did not require completion of the purchase order/purchasing process. With the approval of the department manager, a requisition for this amount could be processed using an open purchase order for the department. No requisition was submitted to purchasing and when the invoice was received from the vendor by accounts payable, it was approved and signed-off by the department manager.

After 1 June 1984, requisition forms which requested materiel with an estimated total cost of \$250-\$1,000 required the signature of the originator, the department head and the budget manager for the department. Requisitions which totaled between \$1,000-\$5,000 also required the signature of the vice president of Finance, in addition to the first three signatures. Requisitions with a total of more than \$5,000 also required the signature of the executive vice president/general manager of the LAOOC. This authorization and purchasing procedure remained in effect during the Games for those departments operating out of the administrative headquarters in Culver City. Personnel based at venues were not required to use the same authorizing process since each venue was operating in an autonomous atmosphere. The restriction upon this autonomous system was that any expenditure over \$20,000 required approval of the Operations Center during the Games.

The completed, authorized requisition was returned to the supply coordinator for review. Part of the review process was to identify a materiel item identification number (if none existed previously), identify a vendor number, establish a materiel/vendor relationship (what kind of materiel does this vendor supply?) and identify the materiel/venue relationship (what and how much materiel is going to which venue?) in the materiel management system. All of this information was entered into the computer system for management and inventory control purposes.

Once verified as accurate, the requisition was given a purchase order number from the purchase order log. The purchasing staff verified the availability of materiel with the vendor, terms of the purchase and the expected date and manner of delivery. A formal purchase order was completed, the information was entered into the materiel management computer system and the purchase order was sent to the vendor. At the same time, by computer, the Material Distribution Center was notified to expect delivery.

These purchasing procedures were carried out from January 1980 through January 1984 by the purchasing section of the Material Logistics Department. In February, the purchasing function was removed from the responsibilities of Material Logistics and made a separate function in the Finance Department.

By the close of the Games on 12 August 1984, the materiel management system contained almost 12,000 vendors, a majority of whom conducted business in Southern California. Material Logistics processed approximately 35,000 requisitions with more than 8,000 different line items, and 7,200 purchase orders were written and approved with a dollar value in excess of \$74,000,000. The 5: 1 ratio of requisitions to purchase orders was caused by the merging of several requisitions for a particular item to improve purchasing power and the ability to purchase more than one item from a vendor. Countless other orders for materiel were not included in these totals since they were for amounts less than \$250 and placed on open purchase orders or paid for with petty cash.

11.05.7 In-processing

The in-processing function entailed the processing of visiting members of the Olympic Family, including registration for accommodations, collection of monies owed and issuance of photo identification access credentials. Accreditation of Olympic Family members was the issuance of rights of access, at varying levels, to Olympic Games sites. Thus, the finance in-processing function certified that accommodations for Olympic Family members were paid in full prior to issuance of accreditation credentials.

An IBM hotel accounting software package was selected to track the Olympic Family financial information. This package was customized for in-processing use by the Technology Department. The accommodation package was run on an IBM System/38 located at the LAOOC's administrative headquarters with computer terminals located at each of the three in-processing centers and the administrative headquarters.

In-processing finance staff accessed the system to verify remitted deposits, to calculate balances due and to post payments received at the in-processing centers from Olympic Family members. Small problems in report generation on the system sometimes forced the staff to revert to a manual backup system to calculate balances due.

11.05.8 Internal audit

The LAOOC was a unique enterprise whose objectives did not parallel those of a traditional on going concern. By its nature, the LAOOC was designed to cease operations once the Games were completed. Moreover, several years of planning were necessary for the approximately four-week operating period of the Games. The planning process was constantly reacting to fast-paced changes in criteria for conducting the Games. In this environment, the internal audit function

was to ensure that the organization's evolution was monitored within management guidelines.

The general role of internal audit was to evaluate the plan of organization, and all related methods and measures used within the organization to safeguard its assets, check the accuracy and reliability of its accounting data, promote organizational efficiency and encourage adherence to management policies and procedures. Internal auditing was an independent appraisal function charged with examining, evaluating and reporting on the adequacy and effectiveness of managerial and financial control systems for all LAOOC operations. To fulfill this function, the internal audit staff had unrestricted access to all LAOOC functions, records, property and personnel.

The internal audit function was established with a limited staff, only one year prior to the Games. Therefore, many functions were either not reviewed or merely given cursory attention. In some instances, activities were already in place and a cost-versus-benefit approach for changing certain operational systems at that point was not economically justifiable. Within this limited scope, internal audit's general responsibilities included:

- Conducting audits to evaluate the effectiveness of the LAOOC's system of internal control and compliance with established policies and procedures
- Recommending to management, on the basis of audits and investigations conducted, improvements in accounting, financial and operating controls and appropriate action to be initiated and implemented by the manager responsible for the function of operations audited or investigated
- Appraising the adequacy of management's plans or actions to resolve deficient conditions identified during audits and investigations
- Coordinating activities with those of the LAOOC's external auditors, Arthur Young and Company, to minimize duplication of effort and build confidence in the reliability of the Department's results

11.06 Venue finance procedures

Venue finance was responsible for the financial planning and operations of 27 sports venues. Nine regional financial control managers (RFCMS) managed two to three venues each and reported to an assistant controller. The staff

was augmented by 27 volunteer venue finance managers and approximately 175 volunteer venue accountants.

The venue finance duties consisted of administering the venue budgets, contracts, petty cash, payroll, rush checks and other banking activities. Venue finance also assumed a limited role with respect to ticket sales, parking sales, per diem payments and attendance verification.

11.06.1 Budgets

Sports venue budgets were prepared by the RFCMs during February 1984. The individual line item amounts were based on input from the commissioner and sports manager for each venue. The RFCMs were responsible for budget updates and revisions. Additionally, they coded all venue-related charges to the proper general ledger accounts, after ensuring that the charges were legitimate and included in the budget.

Commitment reports reflecting budgeted versus actual expenditures were produced by the Budgeting Department. The commissioners relied on the RFCMs for current budget information. Because the RFCMs had to obtain the information from budgeting, it was often outdated when received. To provide timely information to sports venue management, the RFCMs actually needed an on-line inquiry capability into the budgeting system.

11.06.2 Contracts

The majority of venue-related contracts were premise leases, equipment rentals and concession agreements. All contracts were controlled by the contract administration area of the Treasury Department. After a contract was signed, an extract was written, the original contract filed and the payment plan initiated.

The RFCMs were not involved in the contract process. The RFCMs needed access to contract administration files to research and provide answers to venue management's inquiries concerning the financial ramifications of specific contracts. Concession contracts were the exception to this process. The Spectator Services Department, which was responsible for monitoring concession activities, communicated the necessary financial information to the RFCMs.

Subsequent to the Games, the RFCMs were given responsibility for closing out all venue contracts directly with the contractors. This consisted of confirmation of completion of contract and, in some cases, calculation of final payment. In some cases, contracts had been renegotiated by venue management and contract administration without venue finance knowledge, making the close-out process more difficult. Venue finance should have been advised of all contractual updates and revisions for a smoother contract close-out process.

11.06.3 Operations

At the time the sports venues were staffed by LAOOC personnel, the Organizing Committee's banking relationship was decentralized. Each venue had an assigned bank branch in close proximity. The RFCM was appointed the bank contact at the venue and was responsible for visiting the branch and explaining the types of transactions that were to take place. During venue operations, a daily visit to the bank was necessary, sometimes prior to normal banking hours. Venue finance was responsible for maintaining adequate supplies of deposit bags, currency straps, deposit slips and endorsement stamps in the finance office at each sport venue. Additionally, a petty cash box, safe or file cabinet and the local branch's night drop keys were located at the venue finance office. Venue finance prepared deposits of ticketing and parking revenues and delivered the deposits to an armored car or the branch bank's night drop.

RFCMs developed a cash flow analysis for each venue forecasting the cash necessary to maintain adequate reserves. Post-dated checks based on the forecasts were kept in the finance offices and cashed locally as needed. This procedure expedited the cash process and reduced the number of trips to administrative headquarters. Some check-cashing difficulties were encountered, as letters authorized by the Treasury Department were not always honored. However, once a relationship was established by the RFCM, the cash procedure worked smoothly.

The RFCMs determined the appropriate petty cash level for each sports venue based on forecasted activity levels. The average petty cash fund was approximately \$5,000. Petty cash transactions required approval by either the venue finance manager, a department head, venue director or commissioner, depending on the transaction amount. The procedure for replenishing petty cash varied, from the use of a pre-signed check, armored car cash deliveries or check pickup at the Treasury Department at administrative headquarters.

A rush check procedure was operable for urgent expenditures at the sports venues. First, pertinent information was called into the accounts payable area at the administrative headquarters by a venue finance staff member. Then, following approval of the transaction, a check was prepared and delivered to the venue by special courier. It was the responsibility of venue finance to control, safekeep, issue and reconcile these disbursements.

An alternative method was the use of a pre-signed check which was available at each venue in the custody of the RFCM. Each venue was given five pre-signed, blank checks that did not exceed \$1,000. When a rush check was needed, the RFCM or venue finance manager could issue one of these checks to a vendor for payment. This procedure was utilized if the vendor was waiting at the site or would pick up payment the same day.

Venue finance was responsible for coordinating payroll activities at the venues where a venue accountant was appointed payroll coordinator. This payroll coordinator supervised the payroll activities at the venue and served as the liaison to the payroll command center at LAOOC administrative headquarters. Payroll coordinator duties included distribution of weekly time sheets and biweekly paychecks to department heads, review of completed time sheets, getting the venue director's approval of the time sheet package, delivery of time sheets to the payroll command center and coordination of employee payroll data changes.

RFCMs acted as payroll coordinators from 1 July 1984 until the volunteer venue accountants assumed the duties on 28 July. The RFCMs covered more than one location which made daily payroll duties during this period difficult. In many cases, venue management completed the weekly time sheets at the last minute, causing payroll coordinators numerous problems in completing their payroll duties on a timely basis.

A finance command center was established at the administrative headquarters during the two weeks of the Games. The center was staffed from 0700 through 2400 hours daily. The assistant controller and all RFCMs possessed display pagers and telephone numbers for all venue finance staff (work and home phone numbers). In effect, the managers were on-call 24 hours a day. The finance command center staff was trained and became familiar with financial operations at the venues. The center helped to ensure that venue finance was performing its duties.

Venue finance assumed a limited role at certain venues concerning ticket sales, parking revenues, per diem payments and attendance verification.

Seven sports venues sold event tickets on-site. Venue finance issued, collected and reconciled the Ticketing Department's change fund for each work shift. Venue finance also prepared bank deposits and daily journal entries reflecting the ticketing transactions. The same activities were performed by venue finance for parking operations at eight venues. Parking at other venues was subcontracted to professional parking management companies.

Venue finance also disbursed daily per diem cash payments to qualifying federation and technical officials and



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maintained log and signature sheets for each payment. A list of eligible officials was obtained from each sport's competition director. The per diem fund was reconciled daily and journal entries for the general ledger were prepared upon close out of the fund.

The attendance verification was performed through review of turnstile reports submitted by the Spectator Services Department. The reports were also tested for mathematical accuracy. Ticket stubs were gathered and shipped to the administrative headquarters for safekeeping. Several contracts with venues were based on a percentage of ticket revenue at the sites and the stubs were kept for possible use during contract closeout computations.

11.07 Village finance

Village finance was responsible for the financial planning and operations of three Olympic villages located at the University of California, Los Angeles, the University of Southern California and the University of California, Santa Barbara. A senior financial control manager, who reported to the controller, directed financial activities for the three villages. Each village had a financial control manager, assistant finance manager and a staff of village accountants.

Village finance had two centers of activity located in each village: the village administration office and the NOC service center. The finance duties at the village administration office consisted of administering the village budgets, petty cash, payroll and

³ The potential economic impact of the Games on Southern California was forecast by Economic Research Associates in 1982.

accounts payable transactions. At the NOC service center, village finance dealt with NOC financial transactions, deposits, accreditation charges and sales of meal tickets, services and equipment to NOCs.

11.07.1 Budgets

Village budgets were prepared by the Budgeting Department in conjunction with village administration. The finance control managers were responsible for budget updates, and they assigned all village-related charges to the general ledger accounts.

Contracts with the three universities made up the major portion of each village budget. Commitment reports reflecting the budgeted versus actual expenditures were produced by the Budgeting Department. As it was with venue finance, reports were often outdated when they were received by village finance. Therefore, the village finance staff often tracked the budget information themselves to ensure possession of current information. All three villages concluded operations well below the budgeted expenditure amounts.

11.07.2 Village administration office

Each village had approximately \$3,000 in petty cash funds. Generally, petty cash was used for payments of less than \$100. Replenishment was done either by use of a pre-signed check or by check pickup at the administration headquarters.

Two rush check procedures were planned for urgent expenditures at the village: rush checks from the LAOOC's administrative headquarters and pre-signed checks. For rush checks from the administrative headquarters, source documentation was sent by telecopier to the accounts payable area at the headquarters and the check was prepared and sent to the village by courier. Unfortunately, telecopiers proved unreliable and in practice this method of obtaining checks was used only by the village at UCSB.

Each village had pre-signed blank checks, none of which exceeded \$1,000. When a rush check was needed, the village finance manager could issue one of these checks to a vendor for payment. This was the more practical method for meeting immediate payment needs.

Village finance staff spent inordinate amounts of time at the administrative headquarters expediting payments. This was often because payments were delayed in processing, or because payment amounts exceeded the pre-signed check limitation. The ability to prepare routine checks at the villages would have greatly improved village finance efficiency.

Village finance was also responsible for coordinating payroll activities at the villages. A village accountant was appointed payroll coordinator to supervise payroll activities there and serve as the liaison to the payroll command center at the administration headquarters. The coordinator's duties included distribution of daily time sheets and biweekly paychecks to department heads, review of completed time sheets, transfer of daily information to weekly time sheets, getting the village director's approval of the time sheet package, delivery of time sheets to the payroll command center, research of payroll problems and coordination of employee payroll data changes.

Because of the numerous village departments, village finance staff distributed daily time sheets and then transferred the data to the weekly computer-generated time sheets. Since the personnel scheduling system originally designed to verify reported work hours never became operational, supervisor authorization was used as verification of hours worked.

11.07.3 NOC service center

NOCs were assessed daily accreditation charges based on the actual number of athletes and officials accredited each day. NOCs were required to remit deposits of \$700 per athlete and registered official (for a stay of 20 days) and \$1,240 per extra "Fx" official. Deposits were due prior to the issuance of accreditation badges. Most deposits were received at the administrative headquarters or at the Olympic Arrival Center, but payments could also be remitted at the NOC Service Center and the Biltmore Hotel.

The arrival information necessary to levy the daily accreditation charges was obtained from the Accreditation Department at the Olympic Arrival Center. The daily accreditation charge commenced when the accreditation badge was issued. The accreditation information was to have been sent to village finance via an on-line computer system, but, in June 1984, this portion of the accreditation system was cancelled. Due to this late change, two village liaisons were hired to prepare manual lists of badges issued at the Olympic Arrival Center and to send the lists to village finance by courier. The arrival dates on the lists were then used for assessment of accreditation charges.

In addition to accreditation charges, NOCs could purchase guest meal tickets, typing or translation services or rent equipment at the NOC service center. An NOC approaching a debit balance in its deposit account was placed on a cash-only basis, and an additional deposit was requested. Credit problems proved to be minimal, though, as only 12 NOCs left debit balances exceeding \$1,000.

Periodic NOC statements were prepared by village finance and issued

to the NOCs. However, based on the poor arrival date and deposit information received from the Olympic Arrival Center, the statements were frequently incorrect. It was often necessary to change entries after review by NOC officials.

11.07.4 Accommodations satellites

In addition to the three villages, five satellite hotels housed federation officials, sponsor employees and other Olympic Family members. Although accommodation charges were collected in advance, village finance supervised payroll, petty cash, meal allowance and revenue collection functions at these satellite housing sites. Housing department staff performed the daily duties, and a village accountant visited the satellites weekly to replenish petty cash and review transaction documentation.

11.08 Olympic Arts Festival finance

The Olympic Arts Festival (OAF) was designed to anticipate and complement the Olympic Games. Events began eight weeks before Opening Ceremonies and the final performances were scheduled for the final day of athletic competition. The \$12 million Festival featured 10 weeks of events: 424 performances, 45 venues, 1500 artists, 145 performing companies, 306,000 tickets sold and 600 staff members.

The role of Finance in the OAF was to plan, administer and control the financial activities of the Festival. The staff, reporting to an assistant controller, was directed by four financial control managers (FCMS). Each FCM was responsible for a Festival discipline (theatre, music, dance or exhibitions). Six full-time venue accountants were assisted by 50 volunteers in controlling the 10 weeks of venue activities. A payroll coordinator was responsible for processing the festival payroll for administrative headquarters, theatre, transportation and orchestra personnel.

The role of OAF Finance varied considerably from its Games counterparts at the venues and villages. The Festival required extensive venue and administrative headquarters support for its entire 10 weeks. Finance played an active role in contract administration, cash disbursement and payroll administration. In addition, the role of the volunteers was limited, due to the length of the festival and the abundance of evening and weekend events. OAF Finance, as a result, utilized a greater number of paid venue accountants than was used for the Games.

11.08.1 Budget

The OAF Finance organization reported to the controller and assumed budget responsibility in March 1984. The OAF budget was developed and approved during the period when budget managers reported to the director of budgets and prior to the development of an OAF Finance staff. When budget responsibility was shifted to FCMS, one FCM was assigned responsibility for revising and tracking the OAF budget at the direction of the director of budgets.

The FCM worked closely with OAF department personnel assigned to purchasing and financial-related tasks. The festival had requirements that necessitated additional departmental personnel performing budget-related tasks, such as requisition tracking, purchase order maintenance and additional financial reporting.

The FCM was responsible for budget updates and revisions, budget commitment reports, cash expenditure flow analyses, assignment of accounts for all OAF expenditures and journal entries. The budget role continued throughout the festival and the subsequent close-down.

11.08.2 Contracts

Unlike venue operations, the Olympic Arts Festival was based on a series of performances provided by paid performers. The LAOOC entered into contractual agreements with every performing group that detailed fees, housing and per diem payments, production-related costs, etc. OAF Finance was responsible for abstracting and monitoring the contracts and approving and issuing all payments.

The LAOOC provided partial funding for festival events to artistic organizations under cultural service contracts. One such event was the Los Angeles County Museum of Art's exhibition, "A Day in the Country." Cultural service contracts also contained payment schedules. OAF Finance worked with accounts payable to establish a check disbursement schedule. Final payments were not available until all the contract provisions were met and a check disbursement was authorized by OAF Finance.

The LAOOC entered into consultant agreements with organizations and individuals providing a service to the Festival, such as co-producers and designers. The contracts either provided for a straight fee schedule or a fee plus expenses. Straight fee schedule payments were arranged with the accounts payable department. Payments of expense requests were reviewed by the OAF Department and authorized by OAF Finance.

The LAOOC contracted with five major venues for production space for the majority of the festival events. All of the contracts included a rental fee plus fees for services provided. In addition, one venue provided for a share of novelty concession revenue. Rental payment schedules were developed

with the accounts payable department and checks were routinely distributed. In addition, the OAF Finance staff was required to administer contracts for food and beverage, parking, programs, novelties and record contracts for various venues and artists.

11.08.3 Ticket sales

OAF tickets were distributed through four channels: mail order, Ticketmaster (a decentralized ticket sales service), box office (on-site sales) and contract/press/in-house agreements. OAF Finance had no role in the sale or collection of monies from mail order sales. This activity was monitored by the Ticketing Department. Because of the manner in which Ticketmaster remitted to the LAOOC (weekly sales), it was decided to reconcile sales at the conclusion of the Festival. OAF Finance was responsible for the reconciliation of tickets sold by performance. Venue box office ticket sales were handled by box office personnel (either venue or OAF employees). However, the FCM was responsible for reconciling the box office statement regarding ticket totals and their disposition at OAF-run venues (all major venues except Hollywood Bowl and the Music Center). At all venues, OAF venue accountants managed ticket sales accounting completion of consignment reports, reconciliation of sales and unsold consigned tickets, preparation of the bank deposit and supporting journal entries. OAF Finance prepared weekly ticket sales reports for OAF management based upon box office statement detail. FCMs deposited nightly box office receipts at the conclusion of the

evening's performances. Complimentary OAF tickets were also dispensed to press and artists. OAF Finance developed procedures to control these sales and provided banking and reporting assistance.

11.08.4 Parking and concessions

Parking was sold by the LAOOC at only one OAF venue. The venue accountant was responsible for opening, reconciling and closing the change fund and preparing a sales report, bank deposit and journal entry. The FCM deposited parking revenue with ticket revenue at the end of each performance.

OAF received a percentage of concession (food and beverage) revenue at three venues and all novelty revenue at venues with the exception of one where such revenues were shared. The internal audit group in the Finance Department controlled novelty sales, performing spot checks on concession stand reports and reviewing inventory procedures. OAF Finance developed supporting documentation for the final reconciliation and settlement.

11.08.5 Payroll administration

OAF developed a unique personnel and payroll system, called festival staffing. This system with 600 employees was administered by a OAF Finance payroll

coordinator. OAF staff interviewed and made offers of employment to prospective employees. Upon acceptance of the offer or during the first week of employment, the employee completed the festival staffing Terms and Conditions Agreement, employee application form and U.S. Internal Revenue Service form W-4. The W-4 was given to LAOOC payroll; the other data was maintained by the payroll coordinator. The payroll coordinator processed employee add forms through payroll; these required department and budget approval prior to the acceptance of the employee by payroll. The work week was Saturday through Friday. Employees completed and signed time cards every Friday. A weekly payroll was processed and checks were delivered, by the payroll coordinator and venue accountants, to all theatre and office venues every Friday. All OAF payroll-related questions were handled by the OAF payroll coordinators.

Festival staffing contained employees with unique payroll requirements, e.g., different rates for rehearsals and performances, cartage payments, union reporting, etc. The OAF payroll coordinator evaluated the requirements and developed mechanisms to process these activities through the LAOOC payroll system.

11.08.6 Petty cash

Arts organizations traditionally purchase a significant amount of goods and services using on-hand cash controlled by either the technical director or line producer. Thus, the OAF

petty cash procedure had to be responsive to an environment that was not purchase-order oriented and required large amounts of available cash.

OAF Finance developed a bank concept where the assistant controller was responsible for a petty cash bank that contained \$20,000, and individuals were custodians for funds between \$250 and \$1,000. The bank concept permitted daily replenishment of individual funds without processing multiple checks through the Treasury Department.

11.08.7 Asset control and disposition

Generally, OAF theatres were rented on a "four walls" basis where OAF provided manpower and equipment. Equipment provided by OAF included major items, such as sets, lighting, sound, dance floors, etc. It also included saws, hairdryers, and other disposables. Generally, major equipment items were rented, and disposable items were purchased through petty cash.

OAF designated the theatre technical directors and line producers as responsible for asset control at the venues. OAF material logistics personnel assumed responsibility for all venue office equipment, such as telephones, Xerox copiers and



4 Games-time venue finance needs are supervised by venue finance managers, volunteer venue accountants and regional financial control managers.

personal computers. OAF Finance assumed a controlling role in the asset disposition process. It compiled asset lists and designated where items were to be disposed, and the technical directors assumed responsibility for actual disposal.

11.09 Report of LAOOC financial results 1979-1984

Los Angeles Olympic Organizing Committee and LAOOC Amateur Athletics Foundation

Notes to combined financial statements September 30, 1984

Organization

"The Los Angeles Olympic Organizing Committee ("Committee"), a California nonprofit corporation, was formed to conduct the XXIIIrd Summer Olympiad ("Games") in Los Angeles in 1984 pursuant to agreements among the Committee, the United States Olympic Committee ("USOC"), the International Olympic Committee ("IOC") and the City of Los Angeles, dated March 1, 1979. The LAOOC Amateur Athletics Foundation ("AAF"), a California nonprofit corporation, was formed on November 1, 1982 to promote the Games and provide support to amateur sports programs in the Southern California area. The Committee commenced financial activities on June 15, 1978. The Committee is to be dissolved subsequent to the Games under a plan of disposition of net assets adopted September 19, 1984. The Committee's remaining net liquid assets will be distributed as follows: 40 percent to the USOC, 20 percent to the USOC for distribution to the United States national governing bodies for sports in the Pan American and Olympic Games and 40 percent to the AAF for sports in Southern California. Pursuant to the disposition plan, the Committee made an interim transfer of cash and government securities to a segregated account totalling \$75,000,000 for ultimate distribution to the USOC and transferred \$31,605,154 to the AAF to increase AAF's current liquid assets to

\$50,000,000 as of September 4, 1984. Subsequent to September 30, 1984, the Committee distributed \$12,500,000 of the segregated fund to the USOC for redistribution to the national governing bodies. The AAF, the USOC and national governing bodies will be asked to acknowledge their potential obligation to any of the Committee's creditors whose debts or claims are not paid or adequately provided for in the course of the Committee's winding up and dissolution.

Summary of significant accounting policies

Basis of presentation

The accompanying combined financial statements include the accounts of the Committee and the AAF through 30 September 1984. Additional revenues will be received and expenses will be incurred by the Committee until its ultimate dissolution. The financial statements have been combined as a result of common management and control. Transactions between the Committee and the AAF have been eliminated. The accompanying combined financial statements do not include the accounts of the LAOOC Torch Relay Foundation. As of 30 September 1984, the substantial portion of the net assets of the Torch Relay Foundation, approximating \$11,000,000 had been distributed to various youth groups, pursuant to pre-existing written contracts. The Committee incurred \$1,449,000 of expenses for the administration of the torch relay programs, which were not reimbursed.

Nonmonetary contributions

The estimated fair value of nonmonetary contributions (other than donated personal services) amounting

to approximately \$44,000,000 is included in revenues and expenses in the accompanying combined statement of operations.

Income taxes

The Committee is exempt under Section 501 (c)(4) of the Internal Revenue Code and Section 23701 d of the California Revenue and Taxation Code. The AAF is exempt under section 501 (c)(3) of the Internal Revenue Code and Section 23701 d of the California Revenue and Taxation Code. Accordingly, no provision for income taxes has been included in the accompanying financial statements.

Short-term investments

Short-term investments, aggregating approximately \$250,000,000, consist principally of government securities and repurchase agreements. Such investments are carried at cost, adjusting for the amortization or accretion of any premiums or discounts, which approximates market.

Revenues

Sponsorship and licensing revenues represent amounts received or due the Committee through 30 September 1984 pursuant to the terms of agreements between the Committee and various companies which have been named official sponsors, suppliers or licensees of the Games. Certain sponsorship agreements provided that a portion of these revenues be used to construct or improve certain athletic facilities which were used prior to and during the Games. In addition to certain minimum guarantees, the licensing agreements call for the Committee to receive royalties equal to a percentage of the receipts from the sale of products under license.

On 22 July 1982 the Olympic Commemorative Coin Act (the "Act") was enacted into law authorizing the United States Treasury to mint and issue silver and gold coins commemorating the Games. The silver and gold coins issued shall not exceed

50 million and two million coins, respectively. The price of the coins includes a surcharge of not less than \$10 on each silver coin, and not less than \$50 on each gold coin. Through 31 March 1985, 50 percent of the amount of all surcharges on coins sold will be remitted to the Committee and 50 percent will be remitted to the USOC. On 31 March 1985 the Committee may be required to remit to the USOC a portion of the proceeds from the coin program (as defined by the Act).

Other revenue consists primarily of nonmonetary contributions, donations to the AAF, revenue from accommodations for Olympic Family members and other groups and ticket handling charges.

Contingencies

Various legal actions, governmental proceedings and other claims are pending against the Committee. Amounts claimed under certain of these matters are material. The Committee anticipated that additional actions may be initiated. The Committee believes that it has meritorious defenses for these actions and in some cases has made or will make, counterclaims for damages. The Committee has provided for settlement of certain of these actions and claims in amounts it believes are adequate. While the ultimate outcome of litigation, proceedings and other actions cannot be predicted with accuracy, the Committee and its counsel, based upon current knowledge, believe that the ultimate resolution of these matters will not have a material adverse effect on the accompanying financial statements."

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Food Services

12.01 Areas of responsibility for food service

The Food Service Department of the LAOOC was responsible for providing food to athletes, dignitaries and guests, committee staff, sponsor and supplier employees, media and spectators. In meeting that responsibility, the Food Service Department developed menus, established specifications, negotiated contracts, coordinated procurement of products and supervised the food service operations of more than 650,000 athlete meals and 475,000 staff meals. LAOOC food service personnel supervised the operations of hospitality suites and numerous receptions and parties at a variety of locations throughout Southern California, Stanford, Harvard and Annapolis. Food service was also provided for spectators at every competition site including the "Exposition Park Food Bazaar" located adjacent to the Coliseum and Sports Arena.

LAOOC food service personnel coordinated the implementation of sponsor agreements with all of the food and food-related companies including Vons, Arrowhead, Anheuser-Busch, Foster Farms, ARA Services, Coca-Cola, M&M Mars and many more. This required, in most cases, the final establishment of commitments which had been generally agreed to months prior to the Games. In some instances it was necessary to modify contractual

understandings to meet actual Food Service Department needs and to monitor the performance of sponsors in the fulfillment of their commitments.

It was the goal of the LAOOC and its food sponsors to provide the highest levels of service to every category of visitor involved in or attending the XXIIIrd Olympiad and to ensure that the priority of all food service related activities was the health of the consumers.

A sponsorship agreement with ARA services was concluded in June 1983. ARA's role was to manage, plan and ultimately operate the food service program for the LAOOC's feeding of athletes in the villages and venues, staff at all sites and special hospitality requirements.

The Food Service Department worked in conjunction with ARA Services on many of the food service areas and projects, but was responsible for the overall management of the project and many additional areas of service. The pre-Games permanent staff included nine professionals with 27 venue and village food service personnel added as management during the time of the Games. ARA Services staff also worked in the LAOOC administrative headquarters, directly with the Food Services staff, through the period of operations.

12.02 Food service for athletes and team officials

12.02.1 Concept and goals

It was the intention of the LAOOC to provide a pleasant and protected environment for the athletes and team officials in which they could enjoy the wide array of food products offered. From the outset, the selection of food items accommodated the varied tastes and dietary habits of athletes from more than 140 countries. Product specifications were high, supply sources were secure and reliable preparation techniques were simplified to accommodate staff working a relatively short period of time. Facilities were adapted to serve purposes different from their originally designed functions. The LAOOC and its sponsors understood that Olympic food service operations would be maintained for a brief, intensive period of time ending within a week of the close of the Games.

International foods were offered on the daily menu, which met not only the dietary needs of persons from more than 140 countries but also those of athletes with diverse nutritional requirements.

Heavy security measures helped to control the flow of personnel into dining halls where an attractive assortment of expensive food items was readily available and where athletes and team officials could relax,

away from the pressures of the media, the public and even their own country's sports officials.

Food service was provided 24 hours a day throughout the Games period. The varied menu allowed athletes to consume complete and nutritious meals regardless of competition schedules and training periods.

The underlying objective of the program was to make it as compatible and flexible as possible so that athletes would not be hindered or distracted while preparing for competition.

12.02.2 Food service sites

Food service for the athletes and team officials was provided in three Olympic villages located at the University of Southern California (USC), the University of California, Los Angeles (UCLA) and the University of California, Santa Barbara (UCSB). Food service operations in these villages provided 24-hour availability of complete menus from 14 July through 15 August. The village food service program was supplemented by food service provided at sports venues which were not directly adjacent to a village. This venue food service program was limited to box lunches produced in a central location and delivered daily to the sites.



¹ Particular attention is paid to tasteful presentation of food for the athletes.

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The dining areas in each village were generally located in existing food service areas in the campus residence halls. In addition to the eating areas, most of the residence halls had adjacent kitchen and food preparation facilities, allowing on-site meal preparation and processing. Additional facilities for dining were required at the USC village because it lacked sufficient capacity. The LAOOC built a dining hall between the Webb Tower and Troy Hall residence complexes and donated it to the university after the Games as a gift. This new dining facility seated 963 persons, including 76 outdoor seats, and had a complete food preparation and kitchen facility as well. A temporary eating area named "Baron's Bistro," (after Baron Pierre de Coubertin) was added in an existing parking lot on the campus by erecting 19 tents (20-foot square). Seating was available for a total of 1,016 persons.

Food service was provided at the following village sites with box lunches available for athletes at the venues listed below:

Food sites

Village	Dining areas	Seating capacity
USC	Webb Dining Hall	963
	Baron's Bistro	1,016
	EVK Hall	752
	Trojan Hall	476
Total meals served:		354,123
UCLA	Dykstra Hall	480
	Hedrick Hall	504
	Sproul Hall	386
	Rieber Hall	506
Total meals served:		249,448
UCSB	De La Guerra Annex	530
Total meals served:		49,954

Venues where box lunches were offered

Archery	El Dorado Park
Baseball	Dodger Stadium
Canoeing and Rowing	Lake Casitas
Cycling	CSUDH
	Velodrome (track)
	Mission Viejo (individual road race)
Equestrian	Santa Anita Park
	Fairbanks Ranch (endurance phase)
Fencing	Long Beach Convention Center
Football	Annapolis, Maryland (U.S. Naval Academy)
	Cambridge, Massachusetts (Harvard University)
	Palo Alto, California (Stanford University)
	Pasadena, California (Rose Bowl)
Handball	CSU Fullerton

Hockey	East Los Angeles College
Judo	CSU Los Angeles
Shooting	Prado Recreation Area
Volleyball	Long Beach Arena
Water Polo	Pepperdine University
Weightlifting	Loyola Marymount University
	Anaheim Convention Center
Wrestling	Anaheim Convention Center
Yachting	Long Beach Marina

12.02.3 Preparation of food for village consumption

Food used in the villages was ordered from LAOOC-approved suppliers by ARA Services, the LAOOC's sponsor for food service management, according to a prearranged system of purchase orders and order specifications. These specifications helped to determine the quantities to be ordered and necessary lead time. Orders for certain items were based on:

- The LAOOC's estimate of athlete population in the village for that date
- The anticipated team arrival and departure dates
- The projected menus developed by ARA
- The quantities on hand of any particular item with the suppliers at the time of order
- The perishability of the food to be ordered
- The capacity for storage at the delivery sites

Orders were placed daily, and the food suppliers loaded trucks at their warehouses under the observation of ARA personnel. Trucks were inspected by LAOOC security and the seal numbers were verified upon arrival at the off-loading point at the appropriate village. A receiving clerk then matched the delivery documents against the approved purchase order, the product was unloaded and checked into the warehouse against the accompanying invoice. Food was transferred between sites within a village and between villages, if necessary. A three-part, prenumbered inventory transfer form was used to track all such transfer transactions.

Deliveries were made during periods of reduced traffic from 2400 to 0600 daily. Circulation routes to all food preparation areas in each village were predetermined to allow for maximum efficiency in unloading.

Food to be consumed by the athletes was prepared or heated on site in the village in which it was served. At UCLA and UCSB, the food was prepared in kitchens that were a part of the dining



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2 One of the UCLA dining areas for athletes and team officials.

3 Korean delegates place food orders at the Baron's Bistro, a temporary eating facility at USC named after the founder of the modern Olympic Movement, Baron Pierre de Coubertin.

Food Services

area of each residence complex. Food preparation at USC was accomplished in a much different manner because of the physical constraints of existing kitchen facilities.

The kitchens at UCLA and UCSB were fully equipped institutional facilities designed to handle the volumes of food needed during the Games. Some food products, most notably soups and casserole-type entrees, were purchased prepared and frozen and merely reheated and garnished in the on-site kitchen. Other food products such as meat, poultry and seafood were cooked in the kitchens on site, as was the preparation of vegetables and starches. Desserts were purchased from several outside sources and were plated and garnished in the kitchen facilities immediately before serving.

While the components of the food service program were the same at USC, the physical constraints of the on-site kitchens made some central production necessary. The main floor of the Shrine Auditorium, a convention

facility directly adjacent to the USC campus, provided expanded kitchen facilities for food preparation. Most of the food products were heated at the Shrine and transferred, shortly before serving, to the kitchen facilities in the dining halls. At these locations, the food products were heated to final serving temperature and kept warm until used. Most of the meat, poultry and seafood was prepared in this manner. Steaks and fish filets were cooked in the dining hall kitchens on grills and broilers and at Baron's Bistro using barbeque grills and charcoal since no provision had been made in advance for on-site broilers.

Although most of the food service preparation facilities were fully-equipped, additional equipment was required in some areas, especially at the Shrine food preparation facility. Necessary equipment was ordered, procured, modified, warehoused, delivered and installed by a major equipment supply company. Buyers were sought for this equipment after the Games and those who purchased equipment were asked to remove it from the site. Remaining equipment was taken to the LAOOC's Materiel Distribution Center. Smallwares (cooking utensils) were supplied by

another company which agreed to buy back those items that were returned in good condition.

In all three village locations, the food was displayed and served cafeteria style. Hot items were displayed in steam table pans and served upon request in unlimited quantities. Other food items including cheeses, fruits, salads, desserts and beverages were set on counters and tables and made available for self-service.

Beverage service in the villages included coffee, various types of juices and milk, soft drinks, tea, mineral and spring waters and isotonic drinks. Beverage service in non-food service locations consisted of stations for soft drinks as provided by Coca-Cola and dispensers for spring water from Arrowhead Puritas. Five soft drink stations, each with four dispenser units, were prepared at UCLA, along with water dispensers in 23 different locations (55 individual dispensers in all). At UCSB, there were two soft drink kiosks and 27 locations for water

dispensers. The USC Village had three soft drink areas and 30 separate locations for water dispensers with a total deployment of 154 individual dispenser machines.

The actual preparation and serving of food in the villages required the services of approximately 3,000 employees. Most of these individuals were employed and brought on staff less than one month prior to the opening of the dining halls. Attempts were made to hire university personnel currently working in the various locations, although the nature of the Olympic food service program was complex enough to require four to six weeks of specialized training for individual job assignments.

The LAOOC's food service management team at the villages included a village food service manager, an assistant food service manager and a village food service coordinator. Volunteer food service personnel worked under the direction of the LAOOC's food service management team. The major areas of concentration for the LAOOC staff included the monitoring of ARA Services, catering and hospitality areas, deliveries, food security, scheduling and training of food service staff, staff feeding and the



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4 Cheeses, fruits, salads, desserts and beverages are self-service items.

5 An athlete orders hot items served from steam tables.

maintenance and sale of equipment and supplies at the end of operations. Volunteers worked primarily in the areas of staff feeding, deliveries of sponsor products such as soft drinks and water and assisted in the cleaning and maintenance of the staff dining areas.

12.02.4

Preparation of food for out-of-village consumption

The preparation of food served to athletes and team officials away from the villages was controlled from the Shrine Auditorium. A temporary facility was established at the Shrine to accommodate the assembly of component food products into a 3,000-calorie (2.75-3.5 pound) meal constituting the box lunch which was provided to athletes and team officials whose competition or training required their absence from the village for longer than four hours.

Box lunches were available at all competition sites except those located adjacent to a village (athletics, boxing, gymnastics, swimming and tennis). Box lunches were not available at training sites since training sessions were almost never scheduled for longer than four hours at a time.

It should be noted that the box lunch program was designed for athletes (and team officials) actually competing

(or coaching) and needing food service during their competition day. Non-competing or spectating athletes and officials at all sites were required to use the public concession stands. Food service for working competition officials (related to the management of the competition itself rather than to any team) consisted of bulk lunches, in the same manner as provided to LAOOC staff members. These competition officials ate their meals in the staff lounge or, in some cases, in a designated official's lounge or dining area. Non-working competition officials were expected to utilize public concession areas.

By 1000 hours each day, venue food service managers at designated locations placed orders as part of a daily comprehensive venue service report for the number of meals needed at that location the following day. The orders were placed via the Electronic Messaging System (EMS) to Food Service Department headquarters at the LAOOC headquarters. Confirmed orders were then forwarded to the Shrine where the box meals were assembled and loaded on trucks for distribution to various locations.

The main course of the box meals consisted of sandwiches prepared under contract by a delicatessen located in central Los Angeles. The ingredients used in making the sandwiches were sent to the delicatessen where the sandwiches were assembled and wrapped. The completed sandwiches were shipped in bulk cartons to the Shrine to be inserted into the box lunch. All other food components of the box lunch were shipped directly to the Shrine for storage, until used.

At 0400 hours each day, box lunch items for the next day were staged along a conveyor for assembly. Boxes were set up at the beginning of the conveyor line and the security inserts were placed at the bottom of the box. As the boxes traveled down the line, the various food components were added. Checkers at the end of the line inspected each box. Once the contents were verified, a security seal was affixed to the closure flap of the box. The box was date-stamped to identify the day of production. These boxes were placed in master cases in units of twelve and transported immediately to refrigerator storage where they remained until ready for distribution to the various sites. The distribution system began at the Shrine Auditorium at 2400 hours. Meals were delivered to the various locations by 0600 hours.

Each site was especially equipped for the receipt and storage of the box lunches for athletes and the bulk lunches prepared for competition officials and LAOOC staff. Refrigerator containers or trailers were installed at each site which did not already have adequate food storage space. These units were generally eight feet in height and width and 20 feet in depth. They required 220-volt, three-phase power circuits with a load capacity of 40 amperes. Eighteen such units were provided at the following venues:

- Archery
- Athletics (two)
- Boxing
- Canoeing/Rowing (two)
- Cycling
- Fencing/Volleyball (two)
- Gymnastics/Tennis
- Hockey
- Shooting
- Swimming
- Water Polo (two)
- Weightlifting
- Yachting (two)

In all, 45,252 box lunches for athletes were produced and delivered to the sites. The largest number of box lunches were produced from 28 July through 3 August; the fewest number produced on any one day during that period was 2,100 and the most was 3,348.

Beverage services included soft drinks supplied by Coca-Cola and fresh spring water by Arrowhead Puritas Waters. Soft drinks were typically served from "pre-mix dispensers" which drew the drinks from prefilled containers

through a cooler and finally through a dispensing spout. These units required 110-volt electricity. Electrically-powered coolers for soft drinks in cans were also available in specific areas. A typical venue received three pre-mix dispenser units and two coolers. Suggested placement for the pre-mix dispensers was in the athlete area, press sub-center and staff lounge; coolers were usually placed in the office area of the International Federation on the site and in the Olympic Family lounge. Larger venues such as the Coliseum (athletics) were allocated additional units.

Arrowhead's non-carbonated fresh spring water was dispensed from units which held ten or 25 gallons of water, depending on the model, and from electrically-powered (110 volt current) coolers which could deliver heated or cooled water at the rate of one gallon per hour and had a ten gallon capacity. Typical venue allocations of these dispensers included two of the electrically-powered hot/cold coolers (for the Olympic Family lounge and sports medicine station), two of the 25 gallon dispensers (for the field of play area and the staff lounge) and nine of the ten-gallon dispensers. The latter were placed in the accreditation and staff entry area, athlete preparation area, competition officials check-in station, first aid station, International Federation office, venue management area, venue security command post and two in or on the field of play.

Beverage dispensing equipment was delivered to all sites between 1-27 July. Allocations of the beverages themselves were made prior to the Games and any beverages ordered in excess of the total allocation were approved by the venue management, rather than by the central food service department. Deliveries were made constantly during the Games period, at times arranged by the venue food service manager with the companies involved. The majority of the delivered products were stored outside of the refrigerated containers of trailers, although there was usually enough room for storing the current and next day's supply in the refrigerated areas. This was particularly beneficial for venues where many drinks were consumed because of the warm weather. Venue food service managers were encouraged to store pre-mixed cannisters and water bottles and put them around the venue to allow for easy and quick replenishment of dispensing units which were also spread around the site. Care was taken to be sure that the beverages were not stored in direct sunlight.



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6 A food supply truck is unloaded at night.



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7 A Vons truck brings food to the athletes.

8 A venue hospitality area at the yachting competition.

9 Volunteer food service personnel get instructions from a member of the LAOOC food management team.

Food service was not provided at the training sites, although bottled water and isotonic beverages were available at each training location. During the course of the Games, some teams requested food and they were accommodated through a procedure that allowed them to take non-perishable foodstuffs from the village dining areas.

12.02.5 Provision of foodstuffs: Sources

The official sponsors and suppliers of the LAOOC assumed the basic responsibility for providing food for the Games of the XXIIIrd Olympiad. They included:

- Vons, a large grocery chain in Southern California, was the major food supplier to the Games. It provided or assisted in providing the majority of food products utilized in both the villages and venues for consumption by athletes, officials, dignitaries, visitors and staff.
- The Jerseymaid Milk Products Company was the official supplier of dairy products for the Games, providing milk, ice cream and assorted other dairy products. Jerseymaid was also used as the frozen and refrigerated distribution source for deliveries to the villages.
- Foster Farms was the official supplier of poultry products for the LAOOC, providing chicken, turkey and related poultry items for use in the villages and venues.
- Coca-Cola USA was the official soft drink supplier and was responsible for providing all carbonated soft drink products for athletes, dignitaries, official visitors and staff through its local bottler. It also supplied the equipment needed to dispense the carbonated drinks products as required.
- Campbell-Taggart was the official bread supplier to the Games, supplying all the bread and bakery products used in the villages and venues. Certain specialty bakery products, however, were purchased from various outside sources.
- M&M Mars was the official sponsor of snack food, providing 800,000 units of M&M candies and Snickers bars for use by the LAOOC.
- Arrowhead Puritas was the official sponsor of bottled water for the Games, providing bottled water and dispensing equipment at all locations. Arrowhead Puritas also installed water purification systems at all three villages.
- Perrier was the supplier of mineral water for the Games. This product was made available at all villages and to the hosting areas in the venues.

See following pages for quantities and specifications.

Quantities and types of selected food items served in the villages

Food group/type	Number and units(s)	Food group/type	Number and units(s)	Food group/type	Number and units(s)
Beverages					
Carbonated beverage–Coca-Cola	800 tanks (5-gallon)	Milk (included chocolate, homogenized, and low-fat types)	67,429 gallons	Peaches	347,415 peaches
Carbonated beverage–Diet Coke	220 tanks (5-gallon)	Prepared entrees	1,113 cases	Peach halves in cans	40 cases
Carbonated beverage-Sprite	555 tanks (5-gallon)	Puddings (butterscotch, chocolate, vanilla and tapioca flavors)	42,880 (4-oz) cups	Pears	23 1,325 pears
Chocolate beverage mixes	795 cases	Sour Cream	1,980 pounds	Persian Melons	2,460 melons
Coffees	387 cases	Yogurt (included natural, cherry, peach, strawberry and raspberry flavors)	204,000 individual cups	Pineapples	6,170 pineapples
Juices-frozen fruit (apple, grape, grapefruit and orange)	6,338 cases	Eggs and related products			
Juices-Tomato	145,968 (5-oz) cans	Eggs	138,600 Grade AA eggs	Pineapple pieces and slices in cans	30 cases
Mineral water-Perrier	201,888 (200 ml) bottles	Prepared Omelets (included cheese, garden, mushroom and western omelets)	1,198 cases	Plums	32,748 lugs
Teas (13 varieties)	309 cases	Prepared Quiches (included bacon/mushroom and garden varieties)	857 cases	Raisins	810 pounds
Condiments and Sauces					
Barbeque sauce	400 gallons	Prepared Scrambled Eggs	1,540 cases	Strawberries	13,224 pounds
Catsup-individual servings	250,000 (1/3-oz) servings	Fats and Oils			
Chutney	288 pounds	Butter-in individual pats	380 cases	Grains and related products	
Cocktail sauce	660 gallons	Margarine-in bricks and pats	1,057 cases	Baklava	686 dozen
Cooking sherry	80 gallons	Mayonnaise-in bulk	240 gallons	Breads (included multiple varieties of black, buttermilk, french, pumpernickel, raisin, rye, sourdough and wheat breads)	20,073 loaves
Horseradish-in bulk	100 gallons	Mayonnaise-individual servings	40,000 servings	Brownies	1,520 dozen
Horseradish-individual servings	24,000 (1-oz) servings	Oil-olive	112 gallons	Buns-hamburger and hot dog	2,835 dozen
Mustard-individual servings	250,000 (1/5-oz) servings	Oil-salad	375 gallons	Cakes	3,345 cakes
Olives-black	61 cases	Salad Dressing-in bulk	480 gallons	Cannoli	695 dozen
Olives-green	1,600 pounds	Salad Dressings -individual servings (included bleu cheese, french, italian and thousand island types)	606,000 (1-oz) servings	Cereal-in bulk (four varieties)	10,738 pounds
Pickles-chips	5,888 pounds	Shortening-liquid	1,350 gallons	Cereal-individual servings (four varieties)	198,144 servings
Pickles-relish-individual servings	129,918 servings	Shortening-solid	25,236 pounds	Crackers, croutons and bread crumbs	1,078 cases
Pickles-spears	18,400 spears	Fruit and related products			
Soup bases and gravies	3,112 pounds	Apples	957,880 apples	Doughnuts	1,101 dozen
Soy sauce	139 gallons	Apple rings and Crabapples in cans	32 cases	Flour	2,160 pounds
Steak sauces	194 gallons	Applesauce in cans	95 cases	Muffins, sweet breads and sweet rolls	6.5 12 trays
Tabasco sauce	4 gallons	Apricots	1,161 cases	Noodles and Pasta	21,190 pounds
Tartar sauce-individual servings	155,000 (1-oz) servings	Bananas	3,886 cases	Pies (included apple, blueberry, cherry, cherry cheese, coconut custard, peach, pecan and sweet potato varieties)	6,906 pies
Teriyaki glaze	500 gallons	Blueberries	948 cases	Rice	21,915 pounds
Vinegars	242 gallons	Canary Melons	2,380 melons	Rolls (included dinner, french, onion, pumpernickel, rye, sesame and whole wheat rolls)	42,200 dozen
Other sauces (included espanole, hot pepper, picka peppa, worcestershire and others)	234 gallons	Cantaloupe	4,086 cantaloupes	Tarts-strawberry rhubarb	1,685 tarts
Dairy Products					
Cheeses (included 16 varieties: bleu, brie, camembert, cheddar, chevre-roll, edam, feta, gorgonzola, gaiskasli, gouda, monterey jack, parmesan, romano, stilton, swiss and american)	62,128 pounds	Cherries	1,664 cases	Wheat	1,230 pounds
Cottage Cheese	6,512 pounds	Crenshaw Melons	3,100 melons	Meats, poultry and seafood	
Cream Cheese	4,438 pounds	Dates	100 pounds	Beef (included brisket, hamburger, liver, roast beef, steak, wieners)	234,314 pounds
Dairy Coffee Creamer	268,000 (3/8-oz) servings	Figs	76,537 pounds	Lamb	39,922 pounds
Ice Cream (included vanilla, chocolate and strawberry flavors)	69,362 (5-oz) cups	Grapefruit	184,480 grapefruits	Pork (included bacon, hams, pork chops and loins and sausages)	52,613 pounds
		Grapes	4,029 cases	Poultry (included chicken, cornish game hens and turkey)	147,477 pounds
		Honeydew Melons	3,390 melons	Prepared entrees-beef	50 cases
		Lemons	63,000 lemons		
		Lemon Juice	2,400 (32-oz) bottles		
		Mangos	166,416 mangos		
		Mixed fruit compote	6,000 gallons		
		Nectarines	305,080 nectarines		
		Oranges	596,728 oranges		
		Papayas	16,980 papayas		

Food Services

Quantities and types of selected food items served in the villages

<i>Food group/type</i>	<i>Number and units(s)</i>	<i>Food group/type</i>	<i>Number and units(s)</i>	<i>Food group/type</i>	<i>Number and unit(s)</i>
Prepared entrees-seafood	1,125 cases	Vegetables and related products		Salads and related products	
Seafood (included cod, crab, flounder, haddock, halibut, herring, mackerel, perch, salmon, shrimp, snapper, sole, swordfish and trout)	101,922 pounds	Alfalfa sprouts	1,382 pounds	Artichoke and Mushroom salad	1,080 pounds
Nuts and seeds		Avocados	450 pounds	Broccoli and Tomato salad	1,135 pounds
Almonds	120 pounds	Bean sprouts	2,770 pounds	Cevichi	1,310 pounds
Bar snacks	20,950 pounds	Bell peppers (whole)	146 bushels	Carrot, Cucumber and Tomato salad	1,125 pounds
Peanut butter-individual servings	140,000 (11/2-oz)	Bell peppers (sliced or diced)	3,270 pounds	Green salad mix (included lettuce, romaine, cabbage, carrots and radishes)	54,861 pounds
Sunflower seeds	640 pounds	Cabbage	2,660 pounds	Italian Rice salad	1,310 pounds
Walnuts	2,200 pounds	Carrots (whole, trimmed and sticks)	3,880 pounds	Kimchi	456 gallons
Soups	2,431 cases	Cauliflower	4,700 pounds	Macaroni salad	2,700 pounds
(included avocado, beef barley, borscht, cherry, chicken calcutta, clam chowder, corn chowder, chunky beef and vegetable, cream of broccoli, cream of chicken, fish, french onion, gazpacho, lentil, minestrone, mulligatawney, split pea with ham, tomato, and vichyssoise)		Celery (whole)	576 bunches	Marinated Cauliflower salad	660 pounds
Seasonings and spices		Celery (sticks)	2,200 pounds	Marinated Mushroom salad	880 pounds
Assorted seasonings and spices	127 pounds	Cherry tomatoes	18,315 pounds	Potato salad	3,630 pounds
Curry powder	60 pounds	Chives	144 bunches	Salmon salad	910 pounds
Garlic (crushed and powdered)	200 pounds	Cucumbers	360 pounds	Sauerkraut salad	1,125 pounds
Paprika	150 pounds	Jicama	2,200 pounds	Seafood and pasta salad	1,540 pounds
Pepper-individual servings	1,200,000 servings	Kale	120 cases	Tabouleh salad	2,445 pounds
Peppers-in bulk (black, cayenne and white)	56 pounds	Lettuce	10,224 heads	Three Bean salad	1,300 pounds
Salt-individual servings	840,000 servings	Mint	200 bunches	Tuna, Pasta and Mushroom salad	1,080 pounds
Salt-in bulk	1,000 pounds	Mushrooms (whole and sliced)	25,300 pounds	Waldorf salad	660 pounds
Salt-onion and seasoned	1,640 pounds	Onions-green (whole and diced)	450 pounds	Selected cleaning products and supplies	
Sugars and sweets		Onions-pearl	1,440 onions	Aluminum foil	100,000 feet
Honey-individual servings	32,400 (7/16-oz) servings	Onions-white (whole)	150 sacks	Ammonia	78 gallons
Jams and jellies-individual servings	600,000 (5/8-oz) servings	Onions-white (sliced)	3,200 pounds	Bleach	52 gallons
Mint jelly-individual servings	50,000 (11/2-oz) servings	Parsley	600 bunches	Cups-8 oz hot cup	516,000 cups
Sugar-brown	360 pounds	Potatoes	3 1,680 potatoes	Cups-12 oz cold cup	4,130,000 cups
Sugar-granulated	1,200 pounds	Potato chips	5,231 pounds	Dishes-5-inch plate	2,060,000 plates
Sugar-individual servings	2,108,000 (1/7-oz) servings	Prepared potato dishes (included boiled, buttered, hash brown, risoli, scalloped and vesuvio potatoes)	3,824 cases	Dishes-7-inch plate	2,060,000 plates
Sugar substitutes-individual servings	100,000 servings	Radishes	2,500 pounds	Dishes-10-inch plate	1,547,000 plates
		Romaine	7,200 heads	Dishes-12-oz bowl	450,000 bowls
		Spinach	2,520 pounds	Griddle bricks	180 bricks
		Tomatoes	468 lugs	Napkins	3,400,000 napkins
		Watercress	20 cartons	Plastic gloves	45,000 gloves
		Zucchini	80 bushels	Spray cleaner	285 pounds
		Canned vegetables (included artichokes, garbanzo beans, kidney beans, beets, mushrooms, pimento, potatoes, tomatoes and water chestnuts)	1,353 cases	Stainless steel polish	285 pounds
		Frozen vegetables (included asparagus, green beans, lima beans, broccoli, carrots, cauliflower, corn, peas, french-fried potatoes, spinach, squash, turnips and several vegetable mixes)	4,792 cases	Sweeping compound	2,000 pounds
				Table cloths	3,600 table cloths
				Trash bags-55 gallon capacity	50,000 bags
				Utensils-forks	1,547,000 forks
				Utensils-knives	1,240,000 knives
				Utensils-soup spoons	310,000 spoons
				Utensils-teaspoons	1,856,000 spoons

12.02.6 Summary of menus

See following pages.

12.02.7 Summary of operations in food preparation areas

Food served to the athletes and team officials was prepared either in institutional kitchens located in the villages or in the central assembly area at the Shrine Auditorium.

The village food services were operational 24 hours a day. Baron's Bistro (USC-1,016 seats), Sproul Hall (UCLA-386 seats) and De La Guerra Annex (UCSB-530 seats), were 24 hour dining facilities that had complete kitchen operations and staff to provide for the continuous flow of customers, replenish storage areas, accomplish major clean up tasks and prepare for succeeding meals.

Operations in the other dining halls typified standard institutional kitchens. Frozen food products required proper thawing, heating and reconstitution before serving.

12.02.8 Summary of operations in food consumption areas

Food was served in the villages cafeteria-style. Guests entered the dining halls through single-entry points where identification was checked. They proceeded to an area where trays, napkins, knives, forks and spoons were available and then continued to the steam tables where hot food was displayed and served, at the request of the customer, by uniformed service personnel. The guests then proceeded to areas where salads, desserts, fruit, cheese and beverages were available. There was a wide selection of condiments. The food lines arranged for self-service, though uniformed personnel were available to answer questions or provide assistance.

Personnel located throughout the dining rooms cleared trays to a central disposal point after diners had concluded their meals.

Food was identified in both English and French with pictograms used wherever possible. All eating utensils, plates and cups were disposable, reducing the risk of illness because of improper washing practices. Service personnel were stationed throughout the dining halls to answer questions or assist, if necessary.

During the course of village operations a total of 646,525 meals were served in the dining halls. The breakdown by village was as follows:

Village	Meals served	Percent of total
USC	354,123	54.8
UCLA	249,448	38.6
UCSB	42,954	6.6

The most meals served on any given day occurred on 28 July when a total of 32,132 individuals were fed. The average number of meals served between 14 July and 15 August was 19,592 per day.

Village food service hours were standardized except for UCSB. At both UCLA and USC, all dining areas were open from 0600-1000 for breakfast, from 1100-1500 for lunch and from 1700-2300 for dinner service. Food service on a 24-hour basis was available at the Baron's Bistro at USC and at Sproul Hall at UCLA. Because of early morning competition schedules for canoeing and rowing (competitions usually began at 0730 or 0800), breakfast hours at UCSB in the De La Guerra Dining Hall were from 0400-1000 with lunch hours from 1100-1500 and dinner from 1700-2100. Around-the-clock service was available in the De La Guerra Commons dining hall annex.

12.02.9 Analysis of athlete and team food service

The task of feeding the thousands of village residents was immense. Almost 650,000 meals were served and all three villages had dining facilities operating around the clock. Special food preparation facilities had to be arranged to support the box lunch program for athlete feeding outside of the villages as well as to increase the food preparation capacity for the USC village. The LAOOC also added nearly 2,000 additional seats for dining at USC with the gift of a new, permanent dining hall and kitchen facility seating 963 persons and the temporary erection of the Baron's Bistro with seating for 1,016. In addition to the village food service area, soft drinks and water were available at multiple points within each village and were replenished often.

In retrospect, the following points should be noted:

- The overall level of satisfaction with athlete and officials dining areas was high. All needs were met and there were no reported cases of dietary upset or food-induced illness among village residents. In a few instances, athletes, especially runners and swimmers, were concerned over the lack of some food items such as raw and steamed vegetables, poached fish, non-fat milk, low-fat cottage cheese and yogurt but generally found the accommodations satisfactory.

- The sponsorship agreement by which ARA Services became responsible for much of the food service budgeting, planning and operations did not alleviate the LAOOC's responsibilities in the food service area. A staff was still required to work with ARA, to provide supervision and to define policies and procedures in many areas of food service, only some of which ARA was responsible for, such as the distribution of soft drinks and water, catering procedures for special functions and the box lunch delivery and distribution program. Future organizers may wish to include specialists in diet, equipment/facilities and purchasing as well as general management in any food service department that works with an outside food service management or planning firm.
- Careful planning must be done when determining the size of facilities needed to store ordered products. There were instances where food was spoiled because insufficient storage space was available.
- Venue food service operations for athletes worked relatively smoothly. The EMS allowed for concise, swift ordering and reporting procedures that could be centrally controlled. This was very important since the box lunch elements were ordered from several sources and assembled at a single point.
- Food supplies came from corporations which were official sponsors or suppliers for the Games. Each of the sponsors performed very well and were cooperative when needs exceeded estimated requirements. However, it is important that the organizer accurately prepare for its needs in advance of such agreements. Furthermore, each agreement must contain provisions relating to quality control on delivered products which will clearly state the expectations of the organizers and the responsibilities of the sponsor or supplier. At Los Angeles, almost all of the sponsors and suppliers in the food service area did an excellent job in providing food and beverage products and were responsive to the LAOOC's needs. In particular, the use of a large grocery company as the major food purchasing agent was successful and could have completely eliminated all concerns about the return of unused products had a satisfactory system been worked out early enough.

12.03 Food services for dignitaries, sports officials and guests

12.03.1 Concept and goals

It was the intention of the LAOOC to provide dignitaries, sports officials and important guests the kind of hospitality consistent with their positions in the world sports community while, at the same time, providing the food and service typical of the United States in general and Southern California in particular. Hosting areas were established at all the venues and at Exposition Park. Numerous receptions were held in locations of interest throughout the area.

12.03.2 Food service support at the Biltmore Hotel

The Biltmore Hotel was the headquarters for the International Olympic Committee during its 88th Session immediately preceding the Games as well as during the Games of the XXIIIrd Olympiad. As such, the LAOOC was responsible for providing food service suitable to the needs of the delegates accommodated at the Biltmore. In addition to the two restaurants within the Biltmore, a special room for Olympic Family food service was set up.

The Renaissance Room was established as the Olympic Family dining area and served breakfast, lunch and dinner. Admittance to this area was by meal tickets which were printed in advance. This special dining area was in operation from 15 July through 13 August. The most popular meal was breakfast, as most of the delegates moved out to the sites during the day and evening. The original breakfast menu was expanded to eventually include a variety of breakfast breads and toast, eggs, fruits, juices, meats and beverages.

A private dining room was operated for the members of the IOC Secretariat for lunch and dinner only.

A number of receptions were held in the Biltmore, and food service was arranged through the hotel catering department on each occasion.

12.03.3 Food service support for guests not staying at the Biltmore Hotel

Aside from receptions and other functions, the LAOOC did not arrange for food service at any other hotels or facilities for the convenience of delegates, guests and others not staying at the Biltmore Hotel.

It should be noted that a number of International Federations made extensive food service arrangements at hotels at which they were headquartered. IFs that held their congresses in Los Angeles in LAOOC-designated congress hotels were not

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10 Refreshments stands are available throughout the villages.

11 An aerial view of the concession area at the rowing and canoeing competition at Lake Castas.



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charged for rental of needed meeting rooms if a designated number of meal functions were held at the hotel. The number and type of such meal functions was negotiated between the IF concerned and the hotel.

12.03.4 Food service at the competition and training sites

The sports commissioners were charged with providing food service at their respective venues for dignitaries, sports officials and guests. Each venue hospitality area consisted of a hosting room located within the venue. It was appropriately decorated and used by invitation only.

The hours of operation and level of service varied widely, depending upon the sport and the desires of the commissioner of that sport. In some cases, outside caterers were used and elaborate buffets and on going cocktail parties were provided for guests. Other commissioners chose to offer less formal hosting and provided areas to which visitors could go and relax away from the crowds and the congestion.

All of these locations served sponsor products, including: beverages, coffee, tea, assorted nuts, chips, cheeses and other hors d'oeuvres as appropriate. The only hosting areas controlled and supervised directly by the LAOOC Food Service Department were at Exposition Park and in the press box of the Los Angeles Memorial Coliseum.

These two sites were judged to be especially important in view of their location at the main stadium for the Games. Both the Opening and Closing Ceremonies were held at the Coliseum as were 15 sessions of athletics from 3–11 August and 26 sessions of boxing in the Los Angeles Memorial Sports Arena from 29 July–11 August. The Olympic Family lounge at Exposition Park served the athletics and boxing venues (boxing was held at the Los Angeles Memorial Sports Arena, adjacent to the Coliseum), while the press box of the Coliseum was open only to a restricted number of guests specially invited by the senior management of the LAOOC.

The Olympic Family lounge in Exposition Park included a food preparation and staging area and encompassed about 18,000 square feet with picnic and umbrella-shaded tables and seating for approximately 540 persons. Food and beverage service was provided and included:

Opening Ceremonies—
first service; 1300–1600 hours
(1,300 guests)

- Canapes
- Cheeses, both imported and domestic, with breads and crackers
- Finger sandwiches
- Fresh fruits and melons

Opening Ceremonies—
second service: 1900–2200 hours
(1,300 guests)

- Fresh vegetables with dips
- Mixed nuts and bar snacks

The menu in the Olympic Family lounge was the same for the Closing Ceremonies, which had two service periods from 1600–1800 hours (1,500 guests) and from 2200–0130 hours (1,500 guests), except for the addition of a caviar bar and pastries.

The Olympic Family lounge menu during the competition period (29 July–11 August) included breakfast, lunch and an evening buffet service and was available from 0700 to 2200 hours daily. Breakfast service included juices, coffee, tea and pastries, croissants, crackers, cheeses and fruit. Lunches generally included breads and pastries, cheeses, cold meats (usually roasted beef or chicken and chicken salad), four different salads and beverages. The buffet service usually included cheeses and crackers, fruits, melons and fruit salads, meats including beef or turkey, relishes, salad greens and sliced tomatoes and desserts.

A wide variety of beverages was available including coffee, juices, mineral and spring water, soft drinks and tea. In addition, a special permit was issued by the Alcoholic Beverage Control Board of the State of California to allow the service of beer, champagne and wines in this area.

All food service except for sponsor beverage products was handled through an outside caterer selected to cater at this location only. An orientation session was held on 26 July and a training program on the following day. The response to the Olympic Family lounge at Exposition Park was excellent and the guests enjoyed an uncrowded, garden-like atmosphere in contrast to the busy stadium located a few steps away. The lounge was fenced and tented, and the fences were covered with fabric to ensure privacy for the guests.

The Coliseum press box was the site of a special hospitality service provided for guests invited by the LAOOC's senior management. An admittance list was kept at the base of the elevator to the press box and names were checked prior to guests boarding the elevator. Although used for working press at many Coliseum events, the Coliseum press box was not large enough to handle the number of media covering the Games. Thus, it became available for other purposes. Working media were placed in a specially modified section of the Coliseum seats, with space for almost 1,900 journalists and broadcast commentators.



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Athletics competition control, results and timing functions, security and scoreboard control were all placed into the existing press areas and radio and television commentary booths. Sufficient space was left over to be used for VIP hosting for approximately 200 persons. Catering arrangements were made with a local delicatessen in coordination with the Food Services Department, according to the requirements developed by the LAOOC President's office.

12.03.5 Hospitality arrangements in the villages

Special care was taken to ensure a proper level of hospitality in the villages. Because of their great visibility, especially during the two weeks prior to the beginning of competition, it was determined that hosting areas should be arranged for the village mayors and a separate lounge area for team chefs de mission be made available for catering special functions.

A "Mayor's Suite" in each village was equipped to provide special food services each morning and afternoon. Croissants, muffins, pastries and fruit were available in the mornings, served with coffee, juices and tea. Afternoon service included fruit and cheese platters with crackers and breads and beverages including coffee, juices, mineral water, soft drinks and tea. These arrangements were well received.

A "Chef's Lounge" was also set up and offered a similar menu. These areas, though used infrequently, were enjoyed by those who visited them. More traffic would have been generated had information about the

12 Spectators line up at refreshment stands outside the weightlifting venue.

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area had been disseminated to team leaders before the Games. Special catering was available to interested NOCs, but was lightly utilized. It is possible that many NOCs were not aware of these services and would have used them more had they had been better informed.

Welcoming ceremonies for the teams were held in both morning and afternoon sessions. Light snacks and non-alcoholic beverages were served by village hosts and hostesses along with champagne served after each ceremony in accord with the limited license for the service of alcoholic beverages granted by the Alcoholic Beverages Control Board. Ceremonies required one server per 25 persons with a maximum of 10 servers for groups of 250 people and more.

12.04 **Food services for the press, radio and television**

12.04.1 **Concept and goals**

It was the intention of the LAOOC to make food service available to the members of the news media in a manner that would facilitate their ability to perform their main function—the reporting of the events of the XXIIIrd Olympiad. It was not the objective of the Organizing Committee to provide free food to the press, but rather, assure availability of a variety of food that would meet the dietary patterns of individuals from countries around the world who were operating on an almost continual schedule over which they had little control.

12.04.2 **Food service at the Main Press Center**

The central location for members of the print media was located in the Main Press Center (MPC). It was at the MPC that coverage facilities were available for members of the written press assigned to any location or sport.

The food service at the MPC was, by contract with the Convention Center, under the control of Ogden Food Service (Ogden). Ogden retained and exercised the exclusive right to provide all food service within the area of the Convention Center.

Initially, the food service provided at the MPC consisted of the restaurant—L.A. Pub—which was open from 0800–1800 hours from 14 July through 27 July and 0800–1500 hours and 1600–0200 hours from 28 July through 14 August. This restaurant seated 220 and served a limited variety of hot and cold meal items, as well as offering a full bar. Additionally, a concession stand located immediately outside the main floor of the Convention Center was open from 0800–1800 hours from 5-14 July and 0800–0200 hours from 15 July on. All food and beverages were paid for by the individuals using the facilities.

Shortly after operations began, it became apparent that a greater amount of service was needed. Ogden agreed to open an additional concession stand inside the main floor and keep one of the concession stands open 24 hours a day. Ogden also provided one item at no charge every day to the working press. This consisted of coffee and donuts, ice cream and the like. Additionally, the LAOOC agreed to pay Ogden for the provision of Coca-Cola products at no charge to the press with every meal ordered in the L.A. Pub. An average of 230 meals per day were eaten by the press in the restaurant at the MPC. Ogden also offered “room service” to news agencies with private offices in the Main Press Center.

Additional food service was provided to members of the press in the Windsor Room of the Holiday Inn located one block from the Convention Center. Initially conceived as space for lunch service to LAOOC staff working at the MPC, it evolved into a major food service location for press from the MPC. The room was divided to separate the staff from the press area. Free coffee was provided courtesy of 7-Eleven Stores. A full bar was set up in the press area where members of the media could buy beverages. Sponsor beverages, with the exception of beer, were provided at no charge. From 14-20 July this area was open from 1200-2100 hours for beverage service. Snacks were also available, consisting of chips, pretzels and nuts at no charge. Use of the facility during this period was light. From 21-28 July the area was open from 1200-1600 hours for a cold buffet, 1600-1800 hours for cocktails and snacks, 1800–2200 hours for a hot buffet and 2200–2400 hours for snacks which included hot and cold hors d'oeuvres and small sandwiches. Approximately 3,867 persons were served at the cold buffet and 2,283 were served the hot buffet

during this time. From 28 July through 14 August, the area was open from 1200-2100 hours for cocktails and snacks and 2100-0200 hours for a cold buffet. Approximately 6,763 individuals were served at the cold buffet or an average of 422 per night. All of this service was provided by the Holiday Inn and was paid for by the LAOOC, with the exception of alcoholic beverages.

12.04.3 **Food service at the International Broadcast Center**

The services provided to the broadcast media at the International Broadcast Center (IBC) were arranged by the host broadcaster, the American Broadcasting Corporation (ABC). The food service at the IBC, which was located at the Sunset/Gower Studios, in Hollywood was provided under contract by Manask and Carl, Inc. It consisted of a restaurant created on Stage 79 of the studio. This restaurant operated from 16 July through 12 August and was open from 0700-2300 daily.

The menu featured typical Southern California foods consisting of a fresh fruit and salad bar, delicatessen-style hot and cold sandwiches, tostadas grandes, homemade soup and chili, daily hot entree specials and full breakfast service. Service was buffet style and there were 300 seats available inside and an additional 100 outside. A Baskin-Robbins ice cream store was located in a portion of the studio-restaurant area. Full bar service was available.

12.04.4 **Food service at the competition and training sites**

The provision of food service for news media at competition and training sites was limited. Sponsor beverages, Coca-Cola and Arrowhead products were available at all times, but food was not provided by the LAOOC. In many cases, especially with broadcast personnel, food services were provided by employers or contractors. The LAOOC made no attempt to control or monitor this food service. Other members of the press utilized the concessions available to the general public. At some venues, separate lines were available for press at public concession stands. At Exposition Park, a separate food service area with seating for 100 was set up.

12.05 **Food services for the spectator**

12.05.1 **Concept and goals**

Food service played an important role in spectator satisfaction. The LAOOC was committed to providing food and beverage service at all locations consistent with that which is normally provided at sports activities. In addition, the Exposition Park Food Bazaar was conceived as a way to provide food service to individuals who did not have tickets but came to the Exposition Park area to be a part of the Olympic experience.

12.05.2 **Food service at the competition sites**

The services provided to spectators at the various sports venues were controlled by the Spectator Services Department of the LAOOC. In most cases, the food and beverage service was made available through concessionaires who had existing contracts to service the facilities.

No attempts were made to circumvent contracts with existing concessionaires. Rather, every effort was made to work with these companies and assist them in offering the best products and services possible. Care was taken to see that physical facilities looked new, graphics were compatible with the Look of Festive Federalism and prices were kept at realistic levels.

The Spectator Services Department worked in two main areas of spectator food service. First, and most important, was to assure that a competent concessionaire was in place at every competition site. This was more difficult than originally imagined, since some of the sites did not have any concessionaire in place, and, in others, the agreement between the site and the LAOOC placed the responsibility for providing concession services on the Organizing Committee. Second, the LAOOC desired to incorporate some food items which were not ordinarily sold at sporting events into a basic menu to constitute a minimum standard to be available at all sites. Products of sponsor food companies such as Coca-Cola and M&M Mars were also included if not already part of existing concession menus.

Concessionaires were located for all sites. Existing concession arrangements were in place at sites for 15 sports and temporary arrangements were made for those serving eight sports as well as the water polo

discipline of swimming. The overall quality of service was good and the 5.8 million spectators generated more than \$11,000,000 in food and beverage sales.

The LAOOC felt it was important to diversify concession menus with items that were more health-oriented than some standard items and with several types of cold sandwiches. Although existing concessionaires offered additional items, the following menu was generally available at most sites:

Concessioners' general menu

Ham and Cheese	\$3.00
Hot Dog	1.50
Roast Beef	3.00
Submarine	3.00
Turkey	3.00
Vegetarian Pita	2.50

Snack items

Chocolate Chip	\$1.50
Ice Cream Sandwiches	
Fresh Fruit Cups	1.50
Frozen Fruit Bars	1.00
M&Ms or Snickers	1.00
Potato Chips	.75
Yogurt	1.00

The ham and cheese, roast beef, submarine and turkey sandwiches all included four ounces of meat and were served with lettuce on a kaiser roll, except for the submarine sandwich, which was served on a five-inch long Italian-style roll. The hot dogs were each one-sixth pound all-meat wieners. Available condiments included catsup, mayonnaise, mustard and sweet pickle relish. Snack item specifications required ice cream sandwiches of three-ounce weight, fruit bars of 3.5-4 ounces, fruit cups of 5-6 ounces and yogurt in eight-ounce cups. Potato chips were sold in bags weighing 1.25 ounces each, M&Ms were sold in the 3.03-ounce bag size and four-ounce Snickers candy bars were available.

12.05.3 Spectator food service at Exposition Park

Thousands of people were expected to visit Exposition Park in addition to those spectators holding tickets for athletics, boxing and the ceremonies events. The LAOOC set up special food service stands, including a massive food bazaar, to provide concession service and improve the quality of their experience.

In all, some 60 tent kiosks in 17 different locations were set up in addition to the food bazaar in the Exposition Park area. An abbreviated version of the standard LAOOC concession menu was available at all points except at the food bazaar, which was designed as a high volume food service area with a very limited menu.

The bazaar area was projected to serve 6,000 people per hour. Menu choices were limited to five different cold platters, chips and soft drinks. All of the cold platters were prepared off-site and delivered directly to the bazaar area which was made up of three 40-foot square tents (total area of 4,800 square feet) with a 110-foot square tower on top. The LAOOC added a seating area adjacent to the bazaar for 2,000 people and distributed an additional 400 concrete benches throughout the Park. Concession business was as brisk as expected and the only obvious improvement might have been restricting some service lines for beverages only. An LAOOC staff of nine persons managed contracted concession personnel numbering almost 1,000.

12.05.4 Analysis of spectator food services

The food service program for the spectators was successful. Most of the concessionaires at the sites performed well and the variety of products served and restrained pricing was well received. In the future, other organizers may wish to consider the following points:

- The variety of items which were introduced by the LAOOC were generally well received by the public. The extended menu was different enough from the standard fare available at most sporting events so that the public was encouraged to try new items.
- The ability of concessionaires to operate enthusiastically and proficiently is dependent on the data provided to them regarding stadium seating capacities and ticket sales. Based on these figures, concessionaires can better forecast personnel and concession requirements. It is vitally important to provide the most accurate figures possible at the earliest possible date. The best circumstances would allow for detailed information to be made available to bidders in any competitive situation for concession service.
- As mentioned, beverage-only counters would have been helpful in some of the outdoor stadiums and especially in Exposition Park. The LAOOC policy regarding alcoholic beverages was to allow sales of these kinds of beverages only where



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13 Volunteers are served at a staff food service area.

14 Staff eat meals in dining areas reserved for that use only.

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there was a current license and a history of previous sales at the particular site. This limited the number of sites where beer was sold, and spectators missed it, especially at the outdoor sites and because it is almost universally sold at professional sporting events in the United States. Beer sales were very strong at the Velodrome because of the warm weather and there were no problems attributed to its consumption.

- The LAOOC also decided against the use of wandering food vendors in the spectator seating areas. This proved unfortunate since seating arrangements at some sites were inconvenient for spectators to exit and re-enter. In these situations, the spectators generally stayed in their seat throughout the competition session.

12.06 **Food services for the staff**

12.06.1 **Concept and goals**

The LAOOC provided special food service at its administrative headquarters from mid-I 982 through the Games and provided food service for the thousands of staff who worked at venues during the Games. While the administrative headquarters food service is profiled in chapter six (Administration), the massive task of providing food service to Games staff is discussed below.

The LAOOC was motivated by several factors to provide food service to the staff. One was recognition that much of the staff personnel were volunteers and the availability of food at work locations would serve as a valuable morale boost. Venue security was a major concern and from a security standpoint, it was desirable that staff members remain at their assigned work locations for the duration of their shifts. High concession prices were feared and adequate storage space for food brought by staff members from their homes did not exist at most locations. Also, staff parking was not available in close proximity to most work locations, making it inconvenient and time-consuming for staff to travel to an outside eating location.

The goal of the staff food service program was to offer a basic assortment of foods that were nutritious and easy to prepare. It was also important that the food be easy to transport and store.

12.06.2 **Responsibility assumed by the LAOOC**

The LAOOC assumed all responsibility for the ordering, receipt, storage and distribution of meals and meal components at locations where LAOOC staff was located. Each of these sites had a venue food service manager, most of whom were selected by the venue or site management. Some, however, were filled with personnel provided by the LAOOC Food Service Department.

The venue food service managers placed an order, via EMS, on a daily basis by 1000 hours for meals required at the venue the following day. They kept inventories of soft drinks, water and associated supplies and reordered from designated suppliers, as needed. At meal times designated by venue management, the venue food service manager supervised the distribution of meals to the staff. In some cases, these managers were also called upon to assist with the hosting and entertainment activities established by the commissioners and venue management.

Each venue food service manager was assigned assistants to accomplish the various tasks. The LAOOC Food Services determined the number of assistants using the following criteria: the number of days the location was to be operational, the number of staff assigned to the site, the number of hours that staff would be required to work each area and the overall complexity of the venue/support location.

12.06.3 **Menus and provisions for staff food service**

See attached menus.

12.06.4 **Staff food service operations**

Once the decision was made to feed LAOOC staff members, an immense set of logistical problems was set into motion. Not only did meals have to be ordered and produced, but they had to be distributed and replenished daily at more than 30 sites including the competition venues, villages and major support sites, such as the Main Press Center.

It was established that the LAOOC Food Service Department was responsible for providing meals to sites at which 144 or more staff members were present. Staff members were entitled to one meal after four hours of work on a single day and to a second meal if they worked more than ten hours during a single shift. At all sites that consisted of a staff population of less than 144, a \$3 cash subsidy was distributed. In the event that an insufficient amount of food was delivered to a site where staff meals were provided, those who did not receive meals were also given a \$3 subsidy.

The elements of the staff meals were identical to those used for the athlete box lunches, although the number of items included was fewer. The sandwiches, fruit, pudding, cookies and candy were not packed into individual boxes, however, but were shipped in bulk containers to each site and were arranged in the staff eating areas for assembly-line pick-up.

Almost all sites had a discreet area for staff dining and relaxation known as the staff lounge. These areas were usually equipped with a refrigerated container or trailer for food storage (refrigerated space was shared with the athlete lunches), picnic tables and benches or chairs, tables for distribution of food, condiments, paper supplies and drinks, beverage dispensers, trash receptacles, toilets and one or more television sets for staff entertainment. The venue food service staff was responsible for the maintenance and operations of this area.

The bulk meal program menus were designed on a five-day menu cycle. Menu items were changed on 28 or 29 July in response to disapproval from staff at the villages and Main Press Center who had been consuming staff meals since 14 July and had completed three menu cycles. As August began, new items were provided which were welcomed by staff as a change from prior provisions. A chicken with cheese and submarine-type sandwich were added, higher grades of roast beef were used and the turkey sandwiches

were discontinued. Bagels and cheese were added as alternatives to the sandwiches and various kinds of chips, soft cookies, trail mix (nuts and raisins) and yogurt were added to the overall menu along with more fruit. Staff disenchantment continued after a few July days because of the continued repetitiveness of the entrees, inconsistent packaging of the sandwiches and salads and shortages of many of the newly included items such as yogurt which had been expected to satisfy staff needs for more variety. In addition, many of the management staff chose to eat in the Olympic Family lounge, or in the athlete's dining halls in the villages. This had a negative effect on staff morale regarding the quality of food, as most staff members were not allowed in the venue Olympic Family lounges or village dining halls.

Staff beverage service usually included coffee and tea, along with bottled mineral water, fresh spring water from dispensers and soft drinks (including diet drinks) from an electrically cooled multi-line dispenser.

12.06.5 **Reflections on the staff food service program**

The LAOOC's concept of providing staff food service was extremely sound. It provided an opportunity for staff to relax at the site and not worry about waiting in line at nearby restaurants with the attendant traffic and parking concerns. It was also a way for all staff members at a site to meet and to broaden their Olympic experiences. There, management and lower-level volunteer workers met on an equal footing. Where this occurred, an increase in staff morale was noticed.

In all, some 427,420 bulk meals were prepared and shipped to various locations for staff consumption. The highest production total for any one day came on 2 August, when 23,616 meals were prepared. The heaviest concentration of meal preparation came in the 11 -day period from 29 July-8 August, when an average of 20,679 meals daily were prepared.

A number of recommendations were made regarding food service, by the Food Service Department, as well as by staff members:

- The best program would have allowed for a hot meal once per eight-hour shift. This could have been arranged with minimal difficulty in the village dining areas and a separate area set aside at certain

times for staff. The varied, hot menu provided in the villages, for example, would have made even the best quality cold meal program available unattractive by comparison.

- Assuming that a cold meal program is mandatory under the circumstances, a number of suggestions were made, such as extending the menu cycle from five to seven days and providing portable hot food warmers, grills, hot plates and microwave ovens for a limited hot food service. At the Main Press Center, for example, management purchased a microwave oven for the staff dining area which helped the food presentation markedly as individuals could heat the cold sandwiches and other items as they wished. Packaging could be standardized and of high quality since opened sandwiches and leaking salad cups led to excessive discard of otherwise properly prepared food.
- A strong interest in ice cream and other frozen confections was expressed by the staff. Ice cream freezers could also have been used for storage of meals brought by staff from their own homes and would have been welcomed by staff members. Refrigerated storage available for the venue for athlete box lunches and the bulk lunches and beverages was never available for staff lunch storage and was inaccessible to many of them in any case.
- Regardless of the program decided upon, however, it is imperative that all of the staff participate. The dissatisfaction of staff at several venues rose considerably when it became apparent that LAOOC management at the site did not eat with the staff, opting for the Olympic Family lounge instead, and did not appear to be concerned about the staff dining area or the quality of food served there.

Village meal menus

Breakfast Day One

Juices	Orange Tomato Apple
Fruits	Fresh Fruit Compote Honeydew Melon Wedge Papaya Strawberries
Cereals	Cornflakes Crispy Rice Granola Raisin Bran Cream of Wheat
Soup	Split Pea with Ham
Entrees	Scrambled Eggs Fried Eggs Garden Quiche Oven Baked Cod/Butter & Paprika
Meats	Pork Sausage Links Chopped Beef Steak Ham Steak
Potatoes/Rice/Pasta	Country Style Hash Browns Rice Pasta Shells
Baked Goods	Cheese Danish Bear Claw Rolls Croissants Doughnuts Biscuits

Lunch

Juices	Orange Tomato Apple
Soup	Cream of Broccoli
Entrees	Baked Veal Chop Crisp Chicken Breast Baked Perch w/Lemon Wedge Cheese Enchiladas
Potatoes/Rice/Pasta	Scalloped Potatoes Rice Rotelle Parmesan
Vegetables	Zucchini Parmesan Baby Carrots
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Seafood Salad Sliced Tomatoes Garden Pasta Salad w/Pesto Sauce Pickled Beets & Onion Rings Carrot, Pineapple & Raisin
Cold Meats & Paté	Sliced Turkey Breast Liver Paté Beef Tongue
Desserts	Fresh Fruit Compote Cantaloupe Strawberry Rhubarb Tart Raspberry Fudge Cake Butterscotch Pudding Ice Cream

Dinner

Juices	Orange Tomato Apple
soup	Chunky Beef&Vegetable Chilled Gazpacho
Entrees	Grilled T-bone Steak Barbequed Chicken Baked Flounder Grilled Liver& Onions
Potatoes/Rice/Pasta	Rissolle Potatoes Mushroom/Almond Rice Fettuccini Alfredo
Vegetables	Spicy Corn Leaf Spinach
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Chicken Salad Confetti Macaroni Sliced Tomato Sauerkraut Salad Herring In Sour Cream
Cold Meats & Pate	Sliced Turkey Breast Liver Pate Beef Tongue
Desserts	Fresh Fruit Compote Pecan Pie Baklava Watermelon Butter Rum Cake Ice Cream

Breakfast Day Two

Juices	Orange Tomato Grape
Fruits	Fresh Fruit Compote Crenshaw Melon Wedge Grapefruit Half Cherries
Cereals	Cornflakes Crispy Rice Granola Raisin Bran Cream of Wheat
soup	Beef Barley
Entrees	Scrambled Eggs Fried Eggs Scrambled Eggs w/Ham&Cheese Baked Idaho Rainbow Trout
Meats	Fried Bacon Pork Sausage Links Grilled Beef Rib Eye Steaks
Potatoes/Rice/Pasta	Oven Browned Potatoes Rice Linguine & Marinara Sauce
Baked Goods	Pineapple Danish Cinnamon Roll Croissants Doughnuts Bran Muffin

Lunch

Juices	Orange Tomato Grape
soup	Mulligatawny
Entrees	Fresh Brisket of Beef Chicken Kiev Scallops in Light Cream Sauce Roast Leg of Lamb
Potatoes/Rice/Pasta	Boiled Red Potatoes Rice Couscous
Vegetables	Cut Green Beans Cauliflower Au Gratin
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Kimchi Sliced Tomatoes Seafood Pasta Salad Marinated Mushrooms Sardines in Mustard Sauce
Cold Meats & Pate	Smoked Breast of Turkey Summer Sausage Chicken Pate Braunsweiger
Desserts	Fresh Fruit Compote Walnut Cake Peach Pie Almond Loaf Pineapple Ice Cream

Dinner

Juices	Orange Tomato Grape
soup	Vichyssoise Chicken Calcutta
Entrees	Sirloin Strip Steak Chicken Leg Apple-Almond Baked Swordfish Steak Baked Smoked Ham
Potatoes/Rice/Pasta	Spinach Noodles Rice Orange Glazed Sweet Potatoes
Vegetables	Herbed Peas&Mushrooms Mixed Vegetables
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Coleslaw Sliced Tomatoes Potato Salad Sardines in Mustard Sauce
Cold Meats&Pate	Sliced Turkey Breast Summer Sausage Braunsweiger Chicken Pate
Desserts	Fresh Fruit Compote Papaya Cheese cake Royal Chocolate Cake Vanilla Pudding Ice Cream

Breakfast Day Three

Juices	Orange Tomato Grapefruit
Fruits	Fresh Fruit Compote Canary Melon Wedge Grapes Chilled Fresh Blueberries
Cereals	Cornflakes Crispy Rice Granola Raisin Bran Cream of Wheat
Soup	Tomato
Entrees	Scrambled Eggs Fried Eggs Bacon and Mushroom Quiche Poached Perch w/Lemon Butter
Meats	Fried Bacon Pork Sausage Links Roast Top Sirloin
Potatoes/Rice/Pasta	Hash Browned Potatoes Rice Pasta Shells
Baked Goods	Blueberry Danish Bear Claws Croissants Doughnuts Bran Muffin

Lunch

Juices	Orange Tomato Grapefruit
Soup	Cream of Chicken
Entrees	Pot Roast of Beef Chicken Florentine Baked Pacific Red Snapper Braised Beef w/Green Peppers
Potatoes/Rice/Pasta	O'Brien Potatoes Fried Rice Bulgar Wheat
Vegetables	Mixed Vegetables w/Water Chestnuts Baby Lima Beans
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Sliced Tomatoes Tuna, Pasta & Mushrooms Chicken Salad Three Bean Marinated Artichokes & Mushrooms
Cold Meats & Pate	Genoa Salami Sliced Ham Crab Claws w/Cocktail Sauce Liver Pate
Desserts	Fresh Fruit Compote Coconut Custard Pie Black Forest Cake Vanilla Pudding Watermelon Ice Cream

Dinner

Juices	Orange Tomato Grapefruit
Soup	Corn Chowder Chilled Avocado
Entrees	Chopped Beef Steak w/Mushrooms Teriyaki Breast of Chicken Baked Haddock Steak Roast Loin of Pork
Potatoes/Rice/Pasta	Mashed Potatoes Spicy Tomato Rice Gnocchi in Cream Sauce
Vegetables	Mixed Green Vegetables Corn
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Sliced Tomatoes Rice Salad Seviche Tabouleh
Cold Meats & Pate	Genoa Salami Smoked Ham Crab Claws w/Cocktail Sauce Liver Pate
Desserts	Fresh Fruit Compote Fresh Strawberries Pound Cake Blueberry Pie Apple Strudel Ice Cream

Food Services

Village meal menus

Breakfast		Day Four
Juices	orange Tomato Apple	
Fruits	Fresh Fruit Compote Persian Melon Wedge Plums Grapefruit Half	
Cereals	Cornflakes Crispy Rice Granola Raisin Bran Cream of Wheat	
Soup	Lentil	
Entrees	Scrambled Eggs Fried Eggs Mushroom Omelet Baked Filet of Sole	
Meats	Fried Bacon Pork Sausage Links Filet Mignon	
Potatoes/Rae/Pasta	Boiled Red Potatoes Rice Buttered Fettuccini	
Baked Goods	Lemon Danish Cinnamon Rolls Croissants Doughnuts Bran Muffin	

Lunch	
Juices	Orange Tomato Apple
soup	Minestrone
Entrees	Sliced Leg of Veal Honey Glazed Chicken Seafood Newberg Lamb Curry w/Chutney
Potatoes/Rice/Pasta	Baked Potatoes Rice Lyonnaise Noodles
Vegetables	Summer Squash&Chopped Onion Green Beans Amandine
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Sliced Tomatoes Potato Salad Tuna Salad Marinated Cauliflower Waldorf Salad
Cold Meats & Pate	Cornd Beef Meatloaf Smoked Turkey Shrimp Pate
Desserts	Fresh Fruit Compote Blueberries Cherry Pie Lemon Luv Cake Chocolate Pudding Ice Cream

Dinner	
Juices	Orange Tomato Apple
Soup	New England Clam Chowder French Onion Soup
Entrees	Prime Rib of Beef Baked Cornish Game Hen Baked Salmon Filet Vegetable Lasagna
Potatoes/Rice/Pasta	Hashed in Cream Potatoes Brown and Wild Rice Poppy Seed Linguine
Vegetables	Mixed Green Vegetables Asparagus Spears & Pimentos
Salads	California Salad Bar Cottage Cheese Fruited Gelatine Herd Cooked Egg Coleslaw Sliced Tomatoes Tuna Salad Confetti Macaroni Cucumber/Tomatoes/Carrots
Cold Meats & Pate	Comed Beef Meatloaf Smoked Turkey Shrimp Pate
Desserts	Fresh Fruit Compote Watermelon Banana Cake Chocolate Brownie Ice Cream Cherry Cheese Pie

Breakfast		Day Five
Juices	Orange Tomato Grapefruit	
Fruits	Fresh Fruit Compote Cantaloupe Wedge Pineapple Thompson Seedless Grapes	
Cereals	Cornflakes Crispy Rice Granola Raisin Bran Cream of Wheat	
Soup	Borscht with Sour Cream	
Entrees	Scrambled Eggs Fried Eggs Western Style Omelet Baked Mackerel w/Lemon Slice	
Meats	Fried Bacon Pork Sausage Links Grilled Top Sirloin Steak	
Potatoes/Rice/Pasta	Hash Brown Potatoes Rice Egg Noodles Au Gratin	
Baked Goods	Apple Danish Cinnamon Rolls Croissants Doughnuts Bran Muffin	

Lunch	
Juices	Orange Tomato Grapefruit
Soup	Fish Soup Riviera
Entrees	Roast Round of Beef Baked Quarter Chicken Halibut Steak w/Lemon Butter Pork Chop w/Hot Apple Sauce
Potatoes/Rice/Pasta	Baked Egg Noodles Rice Whipped Potatoes
Vegetables	Green Peas Buttered Turnip Greens w/Turnips
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Sliced Tomatoes Tabouleh Broccoli & Tomato Salmon Salad Pasta Salad
Cold Meats & Pate	Summer Sausage Roast Beef Lox Artichoke Pate
Desserts	Fresh Fruit Compote Blueberries Cheese Cannoli Sweet Potato Pie Carrot Cake w/Butter Cream Icing Ice Cream

Dinner	
Juices	Orange Tomato Grapefruit
Soup	Chilled Cherry Eggdrop
Entrees	Old Fashioned Swiss Steak Roast Turkey Breast Shrimp Creole Sliced Leg of Lamb
Potatoes/Rice/Pasta	Buttered Potatoes Rice Couscous
Vegetables	Broccoli Spears Harvard Style Beets
Salads	California Salad Bar Cottage Cheese Fruited Gelatin Hard Cooked Egg Pickled Herring Sliced Tomatoes Coleslaw Potato Salad Kimchi
Cold Meats & Pate	Summer Sausage Roast Beef LOX Vegetable Fate
Desserts	Fresh Fruit Compote Strawberries Apple Pie Tapioca Pudding Ice Cream Butterscotch Brownie

Limited service menu

Entree	Hamburgers Cheeseburgers Hot Dogs Philadelphia Cheese Steak Fried Eggs Scrambled Eggs Cheese Omelet Garden Omelet Assorted Cold Meats & Cheeses
Potatoes	French Fried Potatoes Hash Browned Potatoes
Fruits	Cornucopia of Fresh Fruits
California Salad Bar	
Assorted Breads	
Condiments	Lettuce Tomato Onion Pickles Relish Mustard Mayonnaise Ketchup

Hot & Cold Beverages	
Dessert	Ice Cream Plain & Fruit Yogurt
*Limited service hours were: 10:00 AM-11:00 AM; 2:00 PM-5:00 PM, 11:00 PM-6:00 AM	

Village menu supplements

Cheese Board	Bleu Brie Camembert Cheddar Edam Emmenthaler Gorgonzola Gaiskasi Gouda Chevre Parmesan Romana Stilton
Fresh Fruit	Red Delicious Apples Bananas Grapes Cherries Oranges Figs Mangoes Nectarines Pears Plums Golden Delicious Apples Grapefruit Peaches Apricots
California Salad Bar	Tossed Salad Greens Avocado Green Pepper Rings Carrot Sticks Sliced Red Onion Bean Sprouts CROUTONS Mushrooms Alfalfa Sprouts Jicama Spinach Black Olives Cherry Tomatoes Cucumber Cauliflower Celery Sticks Radishes Kidney Beans Garbanzo Beans Chopped Bacon Chopped Eggs Julienne Beets Sunflower Seeds Marinated Artichoke Hearts

Salad Dressings	French Thousand Island Italian Bleu Cheese
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Bread Basket	French Bread Dark Rye Bread Light Rye Bread Sourdough Bread Pumpernickel Bread Whole Wheat Bread Black Bread Buttermilk Bread Raisin Bread Cracked Wheat Bread Hard Roll Enriched White Bread Aye Roll Pumpernickel Roll Bagel Whole Wheat Roll Onion Roll Sesame Seed Roll Soft Roll Bread Sticks Sesame Sticks Assorted Speciality Crackers Rye Crisp Melba Toast
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Beverages	Fresh Milk Chocolate Milk Warm Milk Low-Fat Milk Coffee Tee Ovaltine Decaffeinated Coffee end Tee Hot Chocolate Arrowhead Water Perrier Orange Juice Grapefruit Juice Tomato Juice Coca-Cola Diet Coke Sprite Orange Thirst Quencher
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Condiments	Butter Margarine Honey White Sugar Raw Sugar Assorted Jams, Jellies & Marmalades Cream Cheese Grated Parmesan Cheese Plain and Fruit Yogurts Peanut Butter Dates Raisins Nuts Chutney Soy Sauce Hot Pepper Sauce Horseradish Hot Mustard Mustard Ketchup Salad Dressing Pickapeppa Sauce A-1 Sauce Worcestershire Sauce Paprika H.P. Sauce Rice Wine Vinegar Wine Vinegar Malt Vinegar Cocktail Sauce Tartar Sauce Mayonnaise Olive Oil Salt Pepper Crushed Red Peppers Pickle Relish Dill Spears Sweet Pickle Chips Mint Jelly Lemon Wedges
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Venue meals

Athlete meals	Day One
	Roast Beef w/Cheddar Cheese Shredded Lettuce, French Roll Potato Salad Gruyere Cheese Wedge Pumpnickel and Rye Swirl Hard Cooked Egg Plum & Apple Nuts & Date Mix Vanilla Pudding Coconut Macaroon M&M Candies Condiments Beverages
	Day Two
	Breast of Turkey w/Lettuce Monterey Jack Cheese Pumpnickel Macaroni Salad Cheese Wedge-Pepparoni Wheat Crackers Hard Cooked Egg Pear & Orange Cashew Nuts Chocolate Pudding Date Nut Bar Snickers Bar Condiments Beverages
	Day Three
	Roast Beef&Turkey Breast Sliced Provolone Cheese French Roll Three Bean Salad Cheese Wedge Rye Bread Hard Cooked Egg Apple&Plum Dried Fruit Compote Butterscotch Pudding Chocolate Brownie M&M Candies Condiments Beverages
	Day Four
	Brisket of Comed Beef SWISS Cheese Seeded Rye Coleslaw Salad Peanut Butter Cracked Wheat Crackers Hard Cooked Egg Apple&Orange Mixed Nuts Chocolate Sundae Pudding Apricot Crunch Bar Snickers Bar Condiments Beverages
	Day Five
	Sliced Smoked Turkey w/Lettuce Cheddar Cheese Sourdough Bread Carrot & Raisin Salad Cream Cheese Date Nut Bread Hard Cooked Egg Baby Grapefruit & Nectarine Raisins Tapioca Pudding Butterscotch Brownie M&M Candies Condiments Beverages

Staff meals	Day One
	Roast Beef w/Cheddar Cheese Shredded Lettuce, French Roll Apple Vanilla Pudding M&M Candies Condiments Beverages
	Day Two
	Breast of Turkey w/Lettuce Monterey Jack Cheese Pumpnickel Orange Chocolate Pudding Snickers Bar Condiments Beverages
	Day Three
	Roast Beef & Turkey Breast Sliced Provolone Cheese French Roll Apple Butterscotch Pudding M&M Candies Condiments Beverages
	Day Four
	Brisket of Comed Beef Swiss Cheese Seeded Rye orange Chocolate Sundae Pudding Snickers Bar Condiments Beverages
	Day Five
	Sliced Smoked Turkey w/Lettuce Cheddar Cheese Sourdough Bread Nectarine Tapioca Pudding M&M Candies Condiments Beverages

Village meal count

Date	UCLA	UCSB	USC	Total
14 July	285	129	986	1,400
15 July	474	182	2,359	3,015
16 July	654	319	2,905	3,878
17 July	1,093	471	3,389	4,953
18 July	1,782	580	3,773	6,135
19 July	2,329	813	4,664	7,806
20 July	3,082	983	5,710	9,775
21 July	5,091	1,014	5,716	11,821
22 July	4,943	1,099	7,880	13,922
23 July	5,961	1,186	10,492	17,639
24 July	7,566	1,467	11,762	20,795
25 July	9,582	2,950	13,224	25,756
26 July	10,515	2,323	15,048	27,886
27 July	11,424	2,449	17,217	31,090
28 July	12,029	1,809	18,294	32,132
29 July	11,834	2,279	17,823	31,936
30 July	12,577	2,335	16,178	31,090
31 July	11,191	2,356	16,296	29,843
1 August	11,309	2,341	16,045	29,695
2 August	11,633	2,507	16,241	30,381
3 August	11,368	2,442	16,671	30,481
4 August	11,549	2,534	16,563	30,646
5 August	11,325	2,240	15,501	29,066
6 August	11,433	1,755	15,852	29,040
7 August	10,229	987	13,671	24,887
8 August	10,569	950	14,329	25,848
9 August	9,315	916	13,976	24,207
10 August	9,701	816	13,019	23,536
11 August	8,285	476	12,165	20,926
12 August	9,396	255	10,168	19,819
13 August	7,551	-	4,413	11,964
14 August	2,161	-	1,522	3,683
15 August	1,212	-	271	1,483
Total	249,448	42,963	354,123	646,534
Percentage	38.6	6.6	54.8	100.0
Daily Average	7,559	1,432	10,731	19,592

Food Services

Box and bulk lunch production by day

Date	Athletes (box lunches produced)	Staff (bulk lunches produced)
14 July	744	10,272
15 July	660	9,552
16 July	1,044	9,120
17 July	1,032	11,136
18 July	1,068	9,696
19 July	1,044	12,048
20 July	1,284	14,012
21 July	1,152	8,976
22 July	1,380	9,264
23 July	1,752	11,376
24 July	1,716	10,512
25 July	1,896	14,684
26 July	1,908	11,040
27 July	1,284	7,776
28 July	2,100	13,236
29 July	2,604	19,104
30 July	3,348	22,224
31 July	2,592	20,496
1 Aug	2,616	20,688
2 Aug	2,376	23,616
3 Aug	2,448	20,112
4 Aug	1,908	21,216
5 Aug	1,380	21,024
6 Aug	1,848	18,192
7 Aug	1,620	20,496
8 Aug	1,308	20,304
9 Aug	864	16,944
10 Aug	276	1,584
11 Aug	0	6,720
12 Aug	0	0
Totals	45,252	415,420

13

Government Relations

13.01 Concept of the role of government relations

No previous Olympic Games Organizing Committee had ever needed a department specifically directed to act as a liaison with government as did the LAOOC. But because the 1984 Olympic Games was staged without direct government involvement, some sort of liaison between the LAOOC and the United States federal government, the California state government and the Los Angeles area city and county governments was obviously necessary. To that end, an LAOOC staff member with previous experience as an attorney and U.S. Congressional staff member assumed governmental relations duties as part of his original assignment with the Organizing Committee in 1979. The exact nature of that role was undefined at that time because LAOOC senior management was unsure how it would evolve.

Two concepts guided the work and formalized the continually evolving role of the Government Relations Department in dealing with its two major client groups. The department had to be responsible to its internal constituency, the Organizing Committee staff and its departments, by keeping the various governments, officials and agencies from interfering with the efforts of those departments while at the same time helping to secure the numerous licenses, permits and other types of assistance that the LAOOC needed. Government relations also had to deal with its external constituency, the elected and appointed officials and the various agencies, bureaus and departments of the federal, state, county and local governments. The Government Relations Department was responsible for keeping government officials informed about the Games and, if possible, to obtain their support of the organizing effort while ensuring that actions were not taken which were detrimental to the efforts at the LAOOC.

The overall role of the department, therefore, was to coordinate the LAOOC's relationships with all elected and appointed governmental officials, including those from foreign

governments to the extent that the Organizing Committee had dealings with them rather than with National Olympic Committees. The department also had to develop and strengthen those relationships; to identify resources and key staff liaison personnel at all levels of government; to enlist the support, understanding and cooperation of all public officials, both elected and appointed; and to ease the relationship between the LAOOC and all levels of government so that maximum cooperation and assistance could be achieved over an extended period of time.

That role continued during the period of the Games, but also included a role at the Biltmore Hotel/IOC headquarters and at the Los Angeles International Airport (LAX), where the department found positive solutions to such problems as customs and Olympic Identity Card procedures, as well as helping to trace missing cargo or documents for Olympic Family members. During the Games, the department

stayed in close communication with the diplomatic/consular corps in Los Angeles and with the protocol offices of the U.S. State Department and the city of Los Angeles, with a view toward assisting very important non-accredited persons, especially high-ranking government officials who had not been accredited as Olympic Family members.

Since the Government Relations Department always worked toward anticipating problems before they developed, it established liaisons at each venue to deal with governmental issues or problems and instructed them to contact Government Relations management staff at the Biltmore Hotel when delicate problems could not be resolved on-site.

The post-Games stage called for the department to send acknowledgments and certificates to all governmental officials who had assisted the LAOOC, to prepare for any public hearings which might have resulted from the staging of the Games, and to assist in wrapping up various LAOOC contracts with government agencies.



1 President Ronald Reagan addresses United States athletes at the USC Village prior to the opening of the Olympic Games.

2 From left, LAOOC Executive Vice President/General Manager Harry L. Usher leads Nancy Reagan and President Ronald Reagan on a tour of the USC Olympic Village.

3 From left, LAOOC Aquatics Commissioner Jay Flood makes a point to LAOOC President Peter V. Ueberroth and PRC delegation during a 1982 venue tour.

13.01.1

Composition of the department

The Government Relations Department grew from a staff of one director (who also had other duties with the LAOOC) in July 1979 to a staff, including personnel in Washington, D.C., of 19 by the time of the Games in July 1984. Ultimately, the department staff included a vice president for government relations; an associate vice president for international relations who had many years of experience as a diplomat with the U.S. State Department; the director of the LAOOC's Washington, D.C. office, an associate vice president who had previously worked for the White House as a member of the Reagan Administration; an associate vice president specializing in city and county government; and specialists who dealt specifically with federal agencies, the LAOOC's coin and stamp programs, the government of the state of California, and East Coast operations. The department also consisted of three government relations coordinators and administrative assistants, and secretarial support.

13.01.2

Scope of liaison duties

The scope of Government Relations liaison duties was coordinating Games operations and planning with all agencies except those dealing with security issues, which were addressed directly by the LAOOC Security Department.

On the federal level, liaison was accomplished with:

- U.S. Customs Service; procedures at Los Angeles International Airport (LAX) and in other cities serving as sites for Olympic venues, development and publication of the customs manual for the Olympic Family and liaison with F.B. Vandegrift and Co., the official customhouse broker
 - U.S. State Department; Olympic Identity Card and visa procedures and foreign relations in general
 - Federal Communications Commission; special frequencies for the Games, with direct liaison handled by LAOOC sponsor Motorola Communications & Electronics
 - Immigration and Naturalization Service; Olympic Identity Card for Olympic Family members and visa processing of all other visitors;
 - National Weather Service; weather forecasts for each venue during the Games period
 - U.S. Department of Labor; work permits
 - U.S. Department of Agriculture; procedures for importing horses, foods, plant products and other such controlled or restricted items
 - Bureau of Alcohol, Tobacco and Firearms; importation of competition firearms and firearms products
 - Office of Management and Budget; coordination of all federal agency expenditures
 - U.S. Coast Guard; assistance at yachting competition, in coordination with the LAOOC Security Department and the yachting commissioner
 - U.S. Postal Service; commemorative stamps, venue postal installations for retail sales, postal service for the villages, assignment of unique ZIP codes, assistance with the LAOOC daily mail and the philatelic portion of LAOOC cultural program
 - Coin Program; monitoring of U.S. Treasury Department's handling of this program
- On the state level, Government Relations dealt with the following agencies:
- Employment Development Department; for work permits
 - State Athletic Commission; for boxing issues, since this commission governs the sport in California
 - State and Consumer Services Agency: which oversaw the Museum of Science and Industry, an important part of the LAOOC's Exposition Park plan
 - California Highway Patrol and the California Department of Transportation; for traffic and security planning, with LAOOC Security and Transportation departments directly responsible
 - UCLA and the State University System; for use of facilities at various campuses, with the Sports and Villages departments having primary liaison responsibility
 - Coliseum Commission; for use of facilities at the Los Angeles Memorial Coliseum and Exposition Park, with the athletics commissioner and the LAOOC manager for Exposition Park having primary responsibility
 - California Coastal Commission (CCC); for permits which were required at several coastal venues. The CCC regulates all construction on the coast of California
- Government Relations also had to maintain strong working relationships with elected and appointed officials and legislatures. These groups included officials from:
- The City of Los Angeles; particularly the mayor, the 15 members of the City Council, and the City Task Force chaired by the city administrative officer and representing all city departments
 - Los Angeles County; including the five county supervisors, the chief administrative officer, and departments
 - Venue cities and counties outside Los Angeles; including officials from these areas who dealt directly with the sports commissioners at the time of the Games
 - The California Legislature; including the governor of California and members of both the Assembly and the Senate in Sacramento
 - The U.S. Congress; including 100 senators and 435 members of the House of Representatives as necessary, but with primary focus on those senators and congressmen whose states or districts included venues or were otherwise important to the LAOOC
 - The White House; including President Ronald Reagan and other members of his staff who had been assigned specific responsibilities for dealing with the LAOOC

The greatest need with the elected and appointed officials was to maintain communications between the LAOOC and the officials. Government Relations helped provide answers to constituent inquiries regarding general information about the Games, ticket requests and job and business opportunities. It also was responsible for inviting officials to LAOOC or Olympic events and generally keeping them informed about the Games, particularly as to how various facets affected their particular states, districts or constituencies.

Other functions within the scope of Government Relations included:

- Identifying the need, forming strategy and urging the passage of necessary legislation as well as monitoring all other bills, laws and regulations effecting the Games
- Developing working relationships with consular corps and foreign embassies to resolve visa and customs problems
- Seeking government permits and approvals, for needs identified by the Sports and Architecture departments such as conditional use permits, zoning requirements, street closures, approvals for out-of-stadium routes and parade permits
- Establishing a Washington, D.C. office for direct liaison with federal agency and congressional and White House contacts as well as to oversee the governmental aspects of the remote football sites at Harvard and Annapolis

- Maintaining protocol as it affected government officials attending the Games
- Developing a brief training program for government officials to better acquaint them with the Olympic Movement and the LAOOC
- Responding to government inquiries for public hearings on the LAOOC or the Olympic Games in Los Angeles

Within the LAOOC, Government Relations closely coordinated its operations with two other departments, Security and News. The three units' respective responsibilities made day-to-day coordination of efforts critically important. For example, various agreements concluded with law enforcement had to be approved by elected officials and thus had headline-making potential.

13.01.3

Use of Washington, D.C. office

By late 1982, White House and federal involvement with Olympic planning had increased to the point that a permanent, official Organizing Committee presence in the U.S. capital was necessary. A former White House staff member in the Office of Private Sector Initiatives who had worked closely with President Reagan's chief Olympic liaison was hired by the Organizing Committee in January 1983 to head the office. After a three-month planning and orientation period at the Organizing Committee offices in Los Angeles, he opened the LAOOC Washington, D.C., office and immediately began work on the following major projects:

- Since the LAOOC had decided to hold preliminary football competition at Harvard University in Cambridge, Massachusetts, and at the U.S. Naval Academy in Annapolis, Maryland, much planning and preparation had yet to be accomplished with officials and organizers at those sites.
- Meetings had to be held with steering committees in various East Coast cities to prepare for the Olympic Torch Relay, which would be starting less than 16 months from the time the Washington office opened.
- Further, the Washington D.C. office coordinated all relations with federal government departments and agencies in the capital, dealing with members of the U.S. Senate and the U.S. House of Representatives, acting as the key local liaison with the White House and dealing with foreign embassies located in Washington to ease any concerns or answer questions regarding the LAOOC or the U.S. government as related to the Games.

- The office was also responsible for monitoring legislation pending in Congress that would affect the Organizing Committee and the staging of the Olympic Games. Finally, the Washington office became a "little LAOOC" and handled many public relations requests and general questions rather than forwarding them to the Los Angeles offices.

Major areas of concentration for the Washington office were the White House and the federal agencies. During the 16 months preceding the Games, the office dealt with the White House on many fronts, ranging from securing a letter from the President for the Opening Ceremonies program to arranging emergency meetings surrounding the decision of some nations to boycott the Games. Some difficulties between the LAOOC and White House staffs developed over logistics involving the Olympic Torch Relay and the president's Opening Ceremonies visit, as well as the U.S. government's response to the requests made by the NOC of the Soviet Union for an Olympic attache, berthing of a ship and chartered airline flights.

After federal agency and department budgets for Olympic-related activities were approved by the White House in September 1983, most of the work focused on logistical and operational concerns and was handled in Los Angeles by the LAOOC's Government Relations staff and the appropriate public agency. However, government policy and political developments continued to be closely monitored by the Washington office.

At one time or another, the Washington office dealt with more than 20 federal departments or agencies, most frequently with the Customs Service, the State and Defense departments and the U.S. Information Agency.

The LAOOC worked with the White House, the Customs Service and the Senate Finance Committee for six months to change existing Customs legislation to provide the Olympic Family with duty-free importation of Olympic material and equipment.

Six months of negotiations with the State Department resulted in an agreement that satisfactorily met Olympic Charter and U.S. government requirements for distributing Olympic Family identity cards and allowed the unimpeded entry (without visas) of all accredited Olympic Family members into the United States.

From March 1983 through May 1984, LAOOC representatives met almost daily with State Department officials regarding political issues relating to possible boycotts of the Games.

Other federal agencies with which the Washington office was involved included but were not limited to: the United States Postal Service, regarding publicity for outlying football sites and sale of Olympic commemorative coins in post offices; the United States Information Agency, regarding press accreditation issues, projects to help African athletes and for television broadcasts to Third World nations; the Treasury Department and the U.S. Internal Revenue Service regarding expanded marketing opportunities for the Olympic coin; the Department of Agriculture, regarding quarantine issues for Olympic horses; the Department of Commerce, regarding National Weather Service monitoring and apparatus; the Department of Transportation, regarding Federal Aviation Administration regulations and restrictions on the USSR airline Aeroflot; the Federal Communications Commission, regarding identification of radio frequencies for the Olympic communications network; the Department of Health and Human Services, regarding food and drug importation issues and disease control in the villages; the General Services Administration, regarding availability of government storage space; the Department of the Interior, regarding national parks and the permit to train an American bald eagle for the Opening Ceremonies; and the Veterans' Administration, regarding parking rental at their Los Angeles facility.

The Washington office director also met in the spring of 1983 with every member of Congress whose District contained an Olympic venue. The purpose of these visits was to prevent the Congressmen or their staffs from calling the Los Angeles office with questions and requests for up-to-date information regarding Olympic preparations. Pressure for tickets and special treatment never materialized because public officials were briefed in advance on LAOOC ticket policy.

From 2 June through 14 July 1984 the Washington office staff personally visited more than 50 embassies, many from African nations, to reassure each nation's representative about the conditions in Los Angeles and the status of preparations for the Games. This tactic proved extremely successful in generating goodwill toward the Organizing Committee and helping to prevent any possible spread of the Eastern Bloc boycott. The director was joined in the fall of 1983 by a director of operations who also had a White House administrative background; each of them had an assistant. Other full-time staff members included secretarial support and some staff

members who in spring 1984 moved to their Games-time positions at Harvard and Annapolis. At its peak, the Washington office included eight full-time employees as well as volunteers and interns on a semi-regular basis.

The Washington office staff, while primarily concerned with government relations, had to become experts on nearly every aspect of the Games, able to field questions and explain policies on a wide variety of Olympic-related subjects.

13.02 Liaison with the federal government

The Government Relations Department served as a liaison between the LAOOC and two of the three branches of the United States federal government, the executive branch, consisting of the White House and the Office of the President and all federal departments and agencies, and the legislative branch, consisting of the United States Senate and the House of Representatives. The major focus of the LAOOC was on the Organizing Committee's relations with the White House and federal departments and agencies. Involvement with the U.S. Congress was generally limited to contacts with those senators or representatives whose states or districts contained Olympic venues or who were involved with legislation that could affect the Games.

13.02.1 President of the United States

The Government Relations staff worked with two U.S. presidential administrations—Jimmy Carter's, from the LAOOC's inception in 1979 to the end of his term, and Ronald Reagan's, from 20 January 1981 through the Games period.

Carter's relationship with the LAOOC was limited, since the President expressed little interest in the efforts of the Organizing Committee, mostly because the Games were five years in the future. It should be noted that when Los Angeles Mayor Tom Bradley and John Argue, then chairman of the Organizing Committee, visited the White House in October 1978 to take part in the official ceremony awarding the Games to Los Angeles, Carter failed to appear for even a ceremonial picture and instead sent an aide to represent him. The relationship with the Organizing Committee was further depressed when the administration failed to support a proposal for \$141 million in federal aid for the

Games. Carter's greatest disservice to the 1984 Games, in the view of the LAOOC, came in early January 1980 when he proposed that the United States boycott the 1980 Olympic Games in retaliation for the USSR invasion of Afghanistan. While the LAOOC officially supported Carter, LAOOC President Peter V. Ueberroth had several meetings with the president and his staff pointing out the implications and ramifications that the U.S.-led boycott would have on the 1984 Games in Los Angeles. The LAOOC president was unsuccessful as were other U.S. sports leaders.

Those days in 1980 were trying ones for the fledgling LAOOC staff, (which then numbered less than 20 persons), because of fears over the effects the U.S.-led boycott would have on the Games they were organizing. However, the staff's collective mood changed when Ronald Reagan assumed office in January 1981 and early in his term indicated his strong support for the Games, most notably by agreeing, after a meeting with Ueberroth and IOC President Juan Antonio Samaranch, to officially open the Games in Los Angeles in July 1984. His commitment to open the Games—making him the first U.S. President to do so—was very important to the LAOOC in that it sent a message to the world sports community that the U.S. government was supportive of the Organizing Committee and the efforts in Los Angeles.

Major assistance came from the Office of the President with the creation of the White House Task Force on the Olympic Games, a concept which the Organizing Committee persuaded the White House to adopt. President Reagan named a White House deputy chief of staff to chair the Task Force, which brought together top-level people from each federal agency and cabinet-level departments having a role in the Games or with the Organizing Committee. Since the impetus for the formation of the Task Force was provided by the President, the importance that Reagan placed upon the Games and federal government cooperation with the Organizing Committee was thus conveyed to those appointed, and helped ensure government cooperation with the LAOOC. The Task Force was charged with defining the roles various federal departments and agencies would have in staging the Games. The purpose of the Task Force was to help the LAOOC, not by circumventing existing laws or regulations but by eliminating unnecessary obstacles.

Agencies represented on the White House Olympic Task Force included the departments of Agriculture, Commerce, Defense, Health and Human Services, Justice, Labor, State,

Transportation and Treasury, the Federal Aviation Administration, the Federal Bureau of Investigation, the Federal Communications Commission, the Federal Emergency Management Agency, the Food and Drug Administration, the General Services Administration, the Immigration and Naturalization Service, the National Park Service, the U.S. Coast Guard, the U.S. Customs Service, the U.S. Secret Service, and, from the White House itself, representatives of the Office of the President and the Office of Management and Budget.

13.02.2

Congress of the United States

Aside from the issues surrounding the passage of the Olympic commemorative coin which are described in the chapter on Numismatic and Philatelic program, Organizing Committee involvement with the U.S. Congress was minimal.

A large part of the Government Relations Department's congressional liaison activities was with senators from states that had Olympic venues (California, Maryland and Massachusetts) and with members of the House of Representatives who had Olympic venues in their districts. The LAOOC dealt with other members of Congress primarily as a courtesy, to help them become better informed about the Olympics, to answer constituents' questions about the Games and, in the cases of committee chairmen and ranking minority members of committees, to understand the LAOOC point of view on bills or legislation relating to the Olympic Games. By establishing effective communications with Congress, the LAOOC had an effective impact on the legislative process regarding bills that could have had a negative impact on the Games.

13.02.3

Agencies of the federal government

The Government Relations Department dealt with all agencies except those involved exclusively in security issues. All security matters were addressed directly by the LAOOC Security Department. Government security agencies such as the Federal Bureau of Investigation and the U.S. Secret Service, however, were represented on the White House Olympic Task Force.

At the federal level, there were only a few issues which required a large expenditure of time and energy to resolve.

"Customs and Shipping Information Manual" produced by the LAOOC represented one such issue. While the various federal agencies and departments agreed to publish an all-encompassing document detailing U.S. importation procedures and regulations, the LAOOC could not locate material from one single source. Rather, the Government Relations Department had to gather the necessary information on importation of foodstuffs, alcohol, tobacco, firearms, horses, etc. from eight different agency or department publications and then re write the information to the satisfaction of eight government agencies involved. At the same time, the publication had to be comprehensible to the Olympic Family. The rewriting and approval process consumed more than 12 months. A draft version of the manual was distributed in January 1983 and the final version was published at LAOOC expense in the fall of 1983.

The Olympic Identity Card posed another concern. The LAOOC had to get a ruling from the United States Justice and State Departments stating that use of the Olympic Identity Card for entry into the United States was acceptable in lieu of a visa. The Organizing Committee was, in fact, prepared to ask for an executive order from the President requiring the State Department to accept the cards from Olympic Family members. Ultimately, the United States government decided to accept Olympic Family lists prepared by the IOC, IFs, NOCs and others certifying that bearers of the Olympic Family Identity Card were legitimate members of that delegation.

Another issue which took an inordinate amount of time to resolve was the importation of horses. A U.S. Department of Agriculture regulation, designed to protect crops and animals in the United States from potential disease-bearing animals, required a 60-day quarantine on horses being brought into the United States from Africa, while a seven-day quarantine was the maximum required on horses from most other nations. The applicable regulations were passed in detail to members of the Olympic Family who intended to bring horses to Los Angeles. A suitable quarantine facility was arranged when the USDA approved the use of a portion of the giant stable area at Santa Anita Park, main venue for the Olympic equestrian events. Through the cooperation of the USDA, special blood tests were conducted on all horses and the needs of both the USDA and the Olympic Family were adequately met.

The Bureau of Alcohol, Tobacco and Firearms agreed, following much negotiation, to allow the importation of alcoholic beverages the United States

by various delegations providing a document was presented stating exactly what was being brought in and for whom consumption was intended. In the case of very big quantities, government regulations required the collection of a small tax.

The U.S. Postal Service also agreed to allow the LAOOC use of a special ZIP code (90084) for its administrative headquarters in Los Angeles, thus speeding the delivery of important mail to the Organizing Committee from around the world. From 1981 forward, the LAOOC kept the same address, ensuring continuity in mail delivery despite the many changes in offices occupied by the Organizing Committee.

The National Weather Service was extremely cooperative over an extended period of time and aided the LAOOC greatly in developing the schedules for various competitions. The Weather Service provided the Organizing Committee with the hour-by-hour, day-by-day weather history at every venue for every possible day of competition, allowing LAOOC schedulers to plan for optimal weather conditions conducive to peak performances.

The LAOOC had a former U.S. Foreign Service officer on its Government Relations staff and he dealt with the U.S. State Department and U.S. embassies abroad. One of his long-range tasks was strengthening LAOOC ties with the consular corps in Los Angeles and San Francisco, with the diplomatic corps in Washington, D.C. and at the United Nations. He also advised various LAOOC departments on sensitive political and protocol matters, and coordinated media and sports exchange programs with the U.S. Information Agency and the State Department. His efforts centered on various Third World and Socialist Bloc countries and nations having no diplomatic relations with the United States (of whom approximately 15 were eligible to participate in the Games).

Government Relations was particularly effective in dealing with the State Department on the issue of Olympic Family Lists and Identity Cards. Although 2 June 1984 was the deadline for the arrival of Olympic Family Lists at appropriate U.S. embassies or consulates, in fact as of 11 June 1984 some 60 Olympic organizations had not yet responded. Had it not been for the unstinting cooperation by the Office of Consular Affairs of the State Department, which made accelerated demands on other agencies for rapid processing and was willing to accept time zone differences,

the Identity Card system might have failed. There might have been numerous embarrassments and delays, perhaps even denial of entry into the U.S. of some Olympic Family members.

LAOOC relations with the U.S. Department of Agriculture (USDA) helped create a temporary quarantine station for foreign horses at Santa Anita Park. The support of the USDA representative on the White House Olympic Task Force was crucial in helping achieve a workable, timely agreement among the USDA, the LAOOC and the Los Angeles Turf Club. The agreement included a provision that the LAOOC would reimburse the USDA expenses for supervision of the Olympic horses. One advantage of the temporary facility was that foreign horses and grooms were able to settle directly into the Olympic accommodations at Santa Anita, rather than into temporary housing that would have been both inconvenient and more costly. Also, it would not have allowed horses as much time to become acclimated to new surroundings. The LAOOC received valuable support in this endeavor from foreign agricultural attaches stationed at U.S. embassies who provided follow-up and liaison with NOCs to ensure a smooth operation. The official LAOOC customhouse broker, F.B. Vandegrift and Co., also provided invaluable preparatory and operational assistance to the LAOOC and to the NOCs.

The LAOOC, working through the Olympic Task Force, encouraged the State Department to appoint a liaison system which would respond quickly and effectively to the needs of the Organizing Committee. As a result, the State Department created an Olympic contact officer system at every U.S. Embassy and at selected consulates, and ensured 24-hour communication at each post. The department operated an office in Los Angeles from 20 July through 13 August, staffed by watch officers from the Office of Protocol and from the Bureau of Eastern European affairs. Since the office was staffed 10-12 hours a day and any of the staff could be reached by telephone at any time, response time to problems was fast.

The Government Relations Department was also charged with working with the U.S. Information Agency (USIA) to keep the focus of the agency on sports training programs, media training programs and private sector programs which would enhance the overall success of the Games. One of its programs was a year-long media training program for Third World journalists who attended the program at monthly intervals in Los Angeles. A broad training program was developed for Third World coaches, trainers, and



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4 California Governor George Deukmejian visits U.S. athletes at USC Village.

5 From left, LAOOC Chairman Paul Ziffren, LAOOC President Peter V. Ueberroth, IOC Director Monique Berlioux and Los Angeles Mayor Tom Bradley at a reception.

government officials in selected countries. The private sector role was demonstrated in Lagos, Nigeria, through an Olympic boxing training camp for all qualified African boxers, and later through a second training camp in Atlanta for Latin American and African athletes during the three weeks prior to the opening of the Olympic villages in Los Angeles. Private corporate support funded the Nigerian camp while local fund-raising drives and some USIA funds paid for the Atlanta training session. USIA had not budgeted for sports activities in 1984, but pressure from foreign service posts, the LAOOC, the White House, Congress and from the private sector caused the USIA to establish its own Olympic task force which diverted agency funds from other projects to those which would increase the effectiveness of sports in foreign countries. Activities promoted and organized by the agency included but were not limited to: technical coaching assistance in athletics, basketball, boxing, swimming, tennis and volleyball; teaching aids such as sports films, textbooks and training manuals; sports leadership courses in administration and supervision; tours of United States teams in athletics, basketball, boxing, football and tennis teams for demonstration, competition and coaching purposes; sponsorship of sports medicine courses; and the organization and management of sports contests and training camps on local, regional and international levels.

**13.03
Liaison with the government of the state of California**

**13.03.1
Governor of the State**

As it did with the executive branch of the federal government, the LAOOC also had to work with two state of California gubernatorial administrations in laying the groundwork for the bid for the Games as well as organizing and staging the Games.

Edmund G. Brown, Jr. was the governor of California from 1975-1983 and personally supported the fledgling Organizing Committee when it made its presentation at Colorado Springs, Colorado, in September 1977, seeking the endorsement of the U.S. Olympic Committee as the United States candidate city for the 1984 Games. Brown's emotional speech helped Los Angeles win the bid over New York. Brown did make it clear, however, that he was opposed to any aid from the state for the operation and administration of the Games.

George Deukmejian, who assumed the governorship in early 1983, was supportive of the LAOOC and early in his term named three key aides to serve as liaisons to the Organizing Committee.

Deukmejian also named a task force on the Olympic Games similar to that established by President Reagan at the federal level. The Governor's Olympic Task Force included representatives

from the California departments of Corrections, General Services, Parks and Recreation, Alcoholic Beverage Control, Justice, Transportation, Motor Vehicles, Health and Welfare, and Business, Transportation and Housing, as well as from the Committee on Peace Officer Standards and Training, Office of Emergency Services, State and Consumer Services Agency, the California State University system, the Office of the State Fire Marshall, the California Highway Patrol, the Office of Tourism, Caltrans, the Office of Economic and Business Development, the State Athletic Commission, the Labor Commission and the Office of the Governor.

As was the case at the federal level, the governor's liaison officers made it clear to the various state departments and agencies that their cooperation was expected in dealing with and assisting the Organizing Committee. However, some state agency officials wanted to assume a larger, more visible role in the Games, a position that the Task Force leaders helped moderate.

**13.03.2
State legislature**

The Government Relations Department utilized its contacts with various state legislative leaders and with those sympathetic to the Organizing Committee and its goals to approve legislation necessary to the operation and staging of the Games or the Organizing Committee and at the same time, scuttle legislation the Organizing Committee considered detrimental.

Among the bills passed that aided the LAOOC were:

- A resolution welcoming all nations to the Games regardless of political systems or status of relations with the United States of America
- The Olympic license plate bill, which created revenue for Los Angeles County through the sale of special commemorative Olympic license plates at \$100 per set
- A bill that allowed the California Highway Patrol to negotiate a contract with the Organizing Committee for supplementary services beyond their ordinary course of duty
- A bill that allowed foreign team physicians to practice medicine in California during the Games period
- A bill that permitted background checks on LAOOC employees, volunteers and contract employees for past criminal convictions as a part of

the overall security preparations for the Games

- A bill that closed the nuclear reactor at the University of California, Los Angeles, during the Games
- A bill that exempted the LAOOC from filing an environmental impact statement or report as is ordinarily required
- A bill that permitted night beer deliveries during the Games period, thus reducing truck traffic during daylight hours

The LAOOC also had to be aware of bills pending and bills about to be introduced that were potentially harmful to the Organizing Committee and the Games effort. The LAOOC often was successful in preventing such legislation by informing legislators of the negative ramifications it would have on the Games and on the international scene.

13.03.3

State agencies

State agencies were generally subject to legislative fiat or to the direct executive orders of the governor. The LAOOC dealt with them on an as-needed basis, but more often focused on agencies' representatives on the governor's Olympic Task Force for solutions to problems.

One agency with which the LAOOC had particular difficulty was the state Athletic Commission, which, among other responsibilities, administers boxing in California. It was the only state agency directly involved with an Olympic sport, and it took many months of negotiations before the commission agreed to sanction the use of Olympic rules for the Olympic boxing tournament.

13.04

Liaison with local government entities

13.04.1

City of Los Angeles

Mayor Tom Bradley's pivotal role in bringing the Games to Los Angeles augured well for the LAOOC's relationship with Los Angeles city government. Bradley and his key liaisons to the LAOOC worked closely with the Organizing Committee to make the Games work, and demanded no special courtesies or favors in return.

The mayor was extremely supportive of the LAOOC from the start and was unafraid to take political risks in support of the Organizing Committee. Although some people called for Bradley to back away from his support of the Olympic bid group in 1978, he did not waver in his support because he felt that the Olympic Games would be good for Los Angeles.

The LAOOC also dealt with three different presidents of the City Council and the chairman of an Ad Hoc Committee on the Olympic Games, the latter intended as a channel for all Olympic-related items. Among LAOOC agreements made with the city council during the year prior to the Games were contracts for security/police services, for the Olympic Arts Festival and for the flag and banner program. LAOOC discussions with the Council concerned basic service levels provided by city agencies, jobs for constituents of council members, the Games' effect on individual districts, the placement of banners, the economic impact of the Games on the Coliseum area and on the Games' effect on traffic.

A City Charter amendment passed by voters on 7 November 1978 forbade any capital expenditures by the city on the Games that would not, by binding legal commitment, be paid back. An agreement for city services which met this requirement was signed on 28 October 1982, providing reimbursement for all city services at the LAOOC's expense. The terms provided that all Olympic-related costs of the city (then estimated at \$19.3 million) would be paid from the Olympic Trust Fund, and to the extent that the fund is inadequate, by the LAOOC. In addition, the LAOOC provided a \$2.75 million contingency fund for extraordinary police services and agreed to bear directly the costs of police services it requested inside Olympic venues, villages and transit vehicles. The Olympic Trust Fund was made up of revenues gathered from a half-cent (\$0.005) add-on to the city's existing Transient Occupancy (hotel bed) Tax during the pre-Games period from 1979-1984 and a six percent municipal tax on Olympic admission tickets. City services provided under the agreement came principally in the areas of police and fire protection, public works, street maintenance and transportation planning.

The city also established a task force consisting of the city's chief administrative officer, the deputy mayor and the city's chief legislative analyst that met monthly at first, and then weekly to discuss a broad range of Olympic-related issues. Since Los Angeles city departments and agencies were relatively independent, the Task Force was effective in coordinating city actions regarding the Games and was a decisive forum for the settling of issues, since the meetings also included representatives of the LAOOC Government Relations Department.

The LAOOC dealt with the gamut of city agencies, from the Department of Water and Power to the Los Angeles Police Department to the Department of Building and Safety. The relationships generally were very good, helped in no small measure by the efforts of both the City Council and the City Task Force.



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6 LAOOC President Peter V. Ueberroth (left) and then City Attorney Ira Reiner sign the Los Angeles city services agreement.

7 LAOOC Executive Vice President/General Manager Harry L. Usher (second from left) and Los Angeles Mayor Tom Bradley (third from left) jointly cut a ribbon signifying the opening of the LAOOC's Exposition Park Office.

13.04.2

County of Los Angeles

Los Angeles County represented the largest local governmental unit with which the Organizing Committee had to negotiate, representing as it did over eight million citizens. The county is administered by a board of five supervisors. One of its members is elected by his peers as chairman of the board, a position similar to that of president of the City Council. Although the county did not have a formal liaison system with the LAOOC, the supervisors and the County Chief Administrative Officer met periodically with the senior management of the Organizing Committee.

The LAOOC did negotiate with some county offices, most notably for security services provided by the Los Angeles County Sheriff's Department. During the Games, the County Host Committee, a privately financed protocol arm of the County, performed a valuable service by hosting many important private visitors to Los Angeles. Since these visitors were not members of the Olympic Family, they were not provided for by the LAOOC. After the Games and in recognition of other general support from the county, the LAOOC donated \$700,000 worth of supplies and equipment to county adult and juvenile detention facilities, hospitals and other health care facilities and programs for the homeless when it disposed of its assets following the Games. The sheriff's department received 33 all-terrain vehicles at that time, also in recognition of its cooperation.

13.04.3

Independent government entities

The Government Relations Department was very active in dealing with other municipalities and counties affected by the Games. The cooperation of each governmental unit was vital to the success of the Games, and to that end, the LAOOC took the initiative to ensure that cooperation. For example, LAOOC senior management representatives spoke to civic leaders throughout Southern California, urging cooperation with and enthusiasm for the Olympic effort. Among the outlying areas the LAOOC dealt with were Orange, Santa Barbara, San Diego, San Bernardino and Ventura counties and the cities of Long Beach, Irvine, Inglewood, Mission Viejo, Carson, Arcadia, Pasadena, Fullerton, Monterey Park, Chino, San Diego, Santa Monica, Culver City and various other cities. Eventually the various LAOOC Sports Commissioners took over the responsibility for relations with government officials in these venue areas. Formal agreements were

entered into between the LAOOC and each of the jurisdictions for services rendered at the request of the Organizing Committee.

The Government Relations Department also sent monthly newsletters to local leaders in the aforementioned cities and counties beginning in early-1983. Personal letters to each of more than 200 officials were added later to ensure that the newsletters were being read.

13.05

Other areas of concentration

13.05.1

Coin sales program

Because commemorative coins were major sources of revenue to recent Games organizers, the LAOOC sought such a program for the Games of the XXIIIrd Olympiad, even though the United States government had not produced commemorative coins since the 1950s. The Organizing Committee worked with the U.S. Congress and the U.S. Treasury Department to establish the Olympic coin program.

From its inception, the coin program faced delays in its implementation. Since the United States Senate had approved a bill providing 17 coins of varying designs, the LAOOC assumed it would easily pass through the U.S. House of Representatives. However, other interests arose and a substitute bill was passed, thus halting the financing and marketing of Olympic coins by the LAOOC. Ultimately, the Olympic coin program consisted of three coins—a 1983 silver dollar, a 1984 silver dollar and a 1984 gold eagle, worth \$10.

LAOOC's revenues from the program exceeded \$30 million, with an equal amount given to the United States Olympic Committee.

13.05.2

Customs regulations

The LAOOC's Government Relations Department published the official customs and entry procedures for the Games. These procedures applied to accredited individuals belonging to delegations of the IOC, the IFs and the NOCs and became operative upon presentation of Olympic Identity Cards at the United States port of entry.

The "Customs and Shipping Information Manual" of the 1984 Games described all procedures in effect for the Games related to accompanied baggage and equipment; unaccompanied shipments by air; ocean and truck shipments; food products and plants; food items in Olympic villages; money; alcoholic beverages, cigars, cigarettes and tobacco; pharmaceuticals; competition firearms and ammunition; boats (waterborne craft) and other equipment; horses and fodder and the import and export of same; exportation of articles other than accompanied baggage; and immunization and health guidelines.

NOCs from each participating country were invited to submit written requests concerning their requirements for special foods and beverages in advance to the LAOOC so that proper approvals could be obtained and adequate village storage areas provided.

13.05.3

Disposition of assets

At the close of the Games, the Organizing Committee was faced with countless requests from many agencies and organizations, from both the public and private sectors, for disposable materiel and assets. These goods belonged to the LAOOC through direct purchase or through corporate sponsorship.

The LAOOC refused to honor unsolicited requests because it could not fairly evaluate them or make an equitable distribution. Instead, the Organizing Committee elected to sell the majority of its assets at public and private sales as described in the chapter on Materiel Acquisition and Distribution.

The LAOOC did, however, donate materiel to six public entities that had been major partners of the Organizing Committee in the staging and operation of the Games and had made significant contributions to their success.

Citing the invaluable cooperation of Los Angeles County, the LAOOC donated approximately \$700,000 worth of supplies and equipment to the county for use in county adult and juvenile detention facilities, hospitals and other health care facilities and programs for the homeless. The items included storage and file cabinets, steel shelving, picnic tables, park benches, patio chairs and tables, fire extinguishers, umbrellas and bases, drafting tables, ironing boards, fans, desk lamps, medical supplies, lockers, coolers, beds, mattresses, blankets, pillows, carpeting, superturf, laundry soap, laundry carts and hand trucks.

The Organizing Committee donated numerous items to the Los Angeles Unified School District and cited the district for its cooperation in providing district school buses and numerous school facilities for use as Olympic training sites. The donated items included typewriters, refrigerators, file cabinets, window air conditioners, chairs, safes and various kinds of classroom, office, janitorial and maintenance supplies.

To show its appreciation for the work of the Los Angeles Police Department during the Games, the LAOOC donated more than \$1 million in Motorola radio equipment and Suzuki motorcycles to the department. The radio equipment included 175 voice-privacy radios, 40 convertible (car or hand-held) radios and 10 car radios along with several receivers, repeaters and consoles. The donated motorcycles included 28 motorcycles (650cc), 45 motorcycles (300cc), 62 motorcycles (250cc) and 27 motorcycles (50cc).

Thirty-three Suzuki all-terrain vehicles were donated to the Los Angeles County Sheriff's Department and a smaller number to the Orange County Sheriff's Department.

Finally, the LAOOC donated \$400,000 in equipment to the University of California, Santa Barbara, site of one of the three Olympic villages. All Olympic articles and apparatus used at the canoeing and rowing venue at Lake Casitas in Ventura County were held in trust by the UCSB Foundation, which administered all LAOOC gifts to the university. Among the items donated were canoes, kayaks, shells, tents, megaphones, buoys, rafts and miles of underwater cable as well as the flagpoles and flags of the competitors who lived in the UCSB Village.

13.05.4

Government funding matters

The Government Relations Department, as part of its liaison duties with federal agencies, dealt with the Office of Management and Budget, which monitored all federal agency expenditures.

13.05.5

Permits for construction and use

Once the Sports and Architecture departments identified needs for permits and approvals from governmental units, Government Relations was responsible for obtaining them. Among the permits and approvals required were conditional use permits, zoning requirements, street closures, approval for out-of-stadium event routes and parade permits.

The LAOOC street banner program required the procurement of governmental permits for the city of Los Angeles and another for cities other than Los Angeles. The Los Angeles Street Maintenance Department worked closely with the LAOOC to determine which streets would be reserved for Olympic decorations. The LAOOC was the only organization to install decorations with the exception of several city groups that installed "welcome" banners in several neighborhoods.

Outside Los Angeles, the role of Government Relations was to answer questions and disseminate information to local governments interested in decorating their public streets. Government Relations obtained two permits in connection with this program, one from the California Department of Transportation (Caltrans) with help from the governor's office, permitting decorations on the right-of-way of state highways. The second was from Southern California Edison, permitting the attachment of flags to Edison-owned poles.

Government Relations also submitted standard encroachment permit applications for the men's and women's marathons, the cycling 100 km team time trial and cycling practice. To obtain these permits, the LAOOC had to provide certificates of insurance to Caltrans.

13.05.6 Security matters

The LAOOC Security Department dealt directly with governmental units concerned with security, including: the Los Angeles Police Department, the Los Angeles Sheriff's Department, other Southern California police and sheriff's departments, the Federal Bureau of Investigation and the United States Secret Service. However, the Government Relations Department had a close working relationship with the Security Department and was aware of security issues and problems. Because federal security representatives sat on the White House Task Force on the Games, security issues were thus seen in the larger context of general Games preparations.

13.05.7 Stamps sales programs

The LAOOC and the United States Postal Service reached an agreement in 1983 that included the following provisions regarding sales of stamps and other postal-related services during the Games period:

- The U.S. Postal Service would issue 24 commemorative Olympic stamps depicting all the athletic events plus other related postal stationary items
- The Postal Service would provide special cancellations
- A full-time administration office and staff would be established solely to provide support to the LAOOC and to plan for complete Postal Service involvement during the Games

- Thirty specially designed mobile postal service units would be installed at each Olympic venue and at the Olympic villages
- Modular postal units would be installed at the remote football sites at Stanford, Annapolis and Cambridge (Harvard)
- Unique numerical suffixes (ZIP codes) would be assigned to each visiting National Olympic Committee

A special Olympic philatelic exhibition (featuring the collection of IOC President Juan Antonio Samaranch) would be available for viewing at the Pasadena Convention Center.

The Postal Service also sold Olympic commemorative coins to the public and Olympic Family at the mobile postal units and at selected post offices, and it provided the Organizing Committee with continuous advice and guidance on a wide range of postal issues throughout the Olympic period.

13.05.8 Visa assistance

It took 12 months of negotiation between the Organizing Committee and the U.S. State Department to settle entry procedures of Olympic Family members (except media) according to Olympic Charter and U.S. Government regulations.

The Olympic Identity Card, as specified in the Olympic Charter, establishes the identity of its holder and constitutes the document authorizing entry into the country in which the Games are held. It allows the holder to stay and to carry out his Olympic duties for a period not exceeding one month before and one month after the Games.

The Charter also specifies that the OCOG, with prior approval by the IOC, may request that the Olympic Identity Card be countersigned on behalf of the government of the country of the holder confirming the holder's nationality and his right to travel to the country of the Games and to return to his own country. In the absence of such a countersignature, the holder of an Olympic Identity Card must have in his possession an official document confirming his identity and nationality.

The United States eventually accepted Olympic Family lists certifying that the bearers from a particular nation carrying the Olympic Family Identity Card were legitimate members of that delegation. The Organizing Committee had been prepared to ask the President for an executive order telling the U.S. State Department to accept the cards, but a ruling from the United States Department of Justice assured the State Department that use of the Olympic Identity Card for entry into the U.S. was acceptable.

The Olympic Arts Festival, held from 1 June through 12 August 1984, constituted the cultural phase of the 1984 Games and featured artists in dance, music, theatre, visual arts and film. To facilitate the entry into the United States of foreign artists, most of whom required visas, the Government Relations Department cooperated with the Immigration and Naturalization Service and the U.S. Department of State in expeditiously processing nearly 900 individuals in 28 performing companies. A high level of cooperation fostered over a number of years helped make this process a trouble-free one.

13.05.9 National Weather Service liaison

The National Weather Service, a division of the U.S. Commerce Department's National Oceanic and Atmospheric Administration, provided all necessary weather support to the Games as part of its statutory authority and responsibility to issue weather forecasts and warnings for the protection of life and property and the general well-being of the nation. The Los Angeles office of that agency provided its services augmented by a team of meteorologists, oceanographers and technicians. It installed automated forecasting equipment at 15 outdoor venues.

The primary means of disseminating weather information to the Olympic community was through the National Oceanic and Atmospheric Administration (NOAA) Weather Wire Service (NWS) and an additional NOAA Weather Radio (NWR) dedicated to Olympic support. The data was sent by computer to the LAOOC Press Operations Department headquarters at the Main Press Center where it was for transmitted to venues and the media through the Electronic Messaging System.

The National Weather Service was extremely cooperative over an extended period of time and aided the LAOOC greatly in developing the schedules for various competitions. The Weather Service provided the Organizing Committee with the hour-by-hour, day-by-day weather history at every venue for every possible day of competition, allowing LAOOC schedulers to plan for optimal weather conditions conducive to peak performances.

13.06 Reflections on the role of the Government Relations Department

The Government Relations Department had responsibilities the likes of which no department at any previous Organizing Committee had ever had. Because the 1984 Olympic Games were privately funded and apart from governmental control, Organizing Committee senior management saw a need for a department that would serve as liaison between itself and the government on the federal, state and local levels.

The role of the department was undefined when it was formed, but the basic premise was constant: to coordinate the LAOOC's relationships with all elected and appointed governmental officials, to strengthen and develop those relationships, to identify government resources and key staff people at all levels, to enlist the support, cooperation and understanding of all government officials and to ease the relationship between the LAOOC and all levels of government so that maximum cooperation and assistance could be rendered by government.

The department evolved over time into one that dealt with entry and customs procedures, quarantine of horses, postal services, commemorative coins, street banners, the Olympic Torch Relay, foreign embassies and consulates in the U.S. and U.S. embassies abroad, labor permits, communications regulations and procedures, traffic control, weather forecasts, protocol, special youth programs, legislation and ordinances and boycotts.

To help achieve its goals and make the U.S. federal government in Washington, D.C. more responsive to LAOOC inquiries, the Organizing Committee set up an East Coast liaison office in Washington by mid-1983. This office was in close communication with government officials, particularly with members of the White House Olympic Task Force.

Establishing the office was fortuitous in that its presence in Washington coincided with a time when the federal government was beginning to focus more heavily upon its role preceding and during the Games.

On the state level, the LAOOC had the strong support of both the California Governor and the Speaker of the State Assembly, the top legislative leader in the state. At the local level, Los Angeles Mayor Tom Bradley was a prime mover in bringing the Games to



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8 LAOOC President Peter K Ueberroth (head of table) meets with representatives of the Moscow Olympic Organizing Committee in Los Angeles before the 1980 Moscow Games.

Los Angeles and was supportive throughout the existence of the Organizing Committee. The Los Angeles City Council, Los Angeles Police Department and the Los Angeles Sheriff's Department provided support despite occasional disagreements over LAOOC's finances and objectives in operating and securing the Games.

By any measurable standard, the Government Relations Department did its job most successfully, achieving its goals with minimum expenditures on the part of the LAOOC for government help and with a maximum of goodwill and cooperation on the part of the various governments.

Making a large contribution to this success was a staff that included people who had spent part or all of their careers in government service and knew how government and its bureaucracy operated and were not afraid to deal with it and make LAOOC positions and policies clear.

13.07 Review of actions affecting participation of the NOCs

The 1984 boycott of the Olympic Games by the Soviet Union and its Eastern Bloc allies proved once again that athletes are the only ones who suffer from political incursions into sport.

These were the third consecutive Games that were boycotted for political reasons. In 1976, the black African nations walked out of Montreal just prior to the start of the Games as a protest against South Africa's policy of apartheid; and four years later, the United States and more than 60 nations boycotted because of the USSR's invasion of Afghanistan. The Los Angeles Games were boycotted by a total of 16 countries, ostensibly because the host country could not properly secure their athletes. The LAOOC felt, however, that it was due to the U.S.-led boycott of the Moscow Games as well as to the then-icy relations between the host countries of the Games of the XXIInd and XXIIIrd Olympiads.

As it turned out, the key contacts affecting NOC participation in Los Angeles were between the LAOOC and the National Olympic Committee (NOC) of the Soviet Union (USSR). From the very beginning of the organizing efforts in Los Angeles, the LAOOC attempted to develop a strong relationship with the NOC of the USSR. However, these efforts met with little success after the Moscow Games and eventual disappointment in the non-participation by the USSR NOC despite the lack of demonstrable shortcomings in the organization and preparation of the Games by the LAOOC in particular and the host nation in general.

13.07.1 Early contacts with the NOC of the USSR

The initial contact between the LAOOC and the National Olympic Committee (NOC) of the USSR came in mid-1979, when the Organizing Committee of the Games of the XXIInd Olympiad invited the president of the LAOOC to come to Moscow for the All-People's Spartakiad.

In the midst of the U.S. government-led decision not to attend the Moscow Games, the LAOOC's Board of Directors passed a resolution in February 1980 supporting whatever decision was made regarding attendance at the Games by the United States Olympic Committee (USOC). A four-person delegation from the Moscow Organizing Committee visited Los Angeles in April of the same year. Although the primary areas of discussion regarded cooperation between the organizing committees, there was considerable interest in any ability that the LAOOC might have in influencing the USOC's decision to accept the invitation to attend the Games.

The LAOOC sent a seven-person delegation to Moscow to report to the 83rd Session of the International Olympic Committee. However, the LAOOC left Moscow prior to the opening of the Games, in accord with the wishes of the administration of U.S. President Jimmy Carter. Since the Carter Administration made it clear that the United States flag should not be raised during the Closing Ceremonies of the Games of the XXIInd Olympiad, the IOC and LAOOC agreed to use the flag of the city of Los Angeles as a compromise. The LAOOC arranged for the shipment of the flag from Los Angeles to Moscow during the Games and in time for the ceremony.

Many additional contacts between the LAOOC and USSR NOC ensued in the period from 1980-1983. Members of both groups met at meetings of the IOC Executive Board and during Sessions of the IOC, at the XIth Olympic Congress in Baden-Baden, F.R. Germany in 1981 and during a meeting of the Association of European NOCs (ENOC) in Moscow in 1982. The latter visit came at the invitation of the Soviets to answer questions posed by ENOC-member nations. Members of the LAOOC's senior management also visited a number of eastern European nations, including the German Democratic Republic, Poland and the USSR in May 1982, prior to the 85th Session of the IOC in Rome.

The Soviet NOC delegation which attended the meeting of the IOC Executive Board with the NOCs in January 1983 was interviewed (as were all NOCs present) by the LAOOC's government relations and village staffs in order to ascertain their key needs and requirements. No specific responses were made during the interview session and information which had been promised by the Soviet delegates for delivery after the meeting unfortunately never came.

These informal meetings preceded the lengthy visit of a large Soviet delegation to Los Angeles in December 1983.

13.07.2

Formal visit of the USSR NOC to Los Angeles in December 1983

A 14-person delegation came to Los Angeles for eight days in December 1983 to examine all facets of the LAOOC's preparations for the Games and to discuss the requirements of the USSR NOC for housing, training and other facilities,

Frank discussions on various issues were conducted during the visit, and the delegation toured several venue sites as well as the University of California, Los Angeles (UCLA) Olympic village site, which it eventually requested for its team housing assignment.

The meeting resulted in the signing of a protocol accord in which the Organizing Committee and the USSR NOC agreed to the following:

- The USSR NOC would forward a final decision regarding participation on 2 June 1984, in accordance with the Olympic Charter.
- The USSR NOC would appoint its attache, who would take residence in Los Angeles by 1 March 1984.
- The LAOOC would agree to take into consideration the USSR NOC's request for assignment of the USSR delegation to the UCLA Village.
- The final agreement for the number and types of vehicles for the USSR NOC delegation was made.
- The LAOOC agreed to procedures for financial arrangements which would be transacted through First Interstate Bank.
- The LAOOC agreed to process applications with appropriate government agencies for 25 special round-trip Aeroflot charter flights to Los Angeles and to make all preparations for the handling and processing of these flights.
- The Organizing Committee agreed to process the necessary documentation with appropriate government agencies for the acceptance of a cruise ship into the Los Angeles or Long Beach harbors during the Games.
- The Organizing Committee made certain commitments regarding training of athletes for the USSR NOC
- Other points of agreement included medical service, officials, security and other pertinent matters.

At a news conference at which the protocol agreement was announced, NOC President Marat Gramov told reporters that he saw no reasons that the Soviet Union would not participate in the Games, but, in response to another question, Gramov said that the sports movement and the Olympic movement do not exist in a sort of vacuum and that it was quite natural for all political actions to be reflected in sports.



⁹ Los Angeles City Hall is the backdrop for the news conference introducing the Olympic mascot Sam the Eagle and the Olympic logo Star in Motion.

Gramov talked of his warm meeting with Los Angeles Mayor Tom Bradley but noted that there had been an anti-Soviet petition drive and that there existed factions in Los Angeles that would not welcome Soviet participation. He did, however, reiterate his position that the Olympic Games were a youthful festival in which everyone should take part.

13.07.3 Government response to Soviet requests

The LAOOC had taken the responsibility in the December 1983 meeting with the Soviets to process their applications for various permits through the appropriate channels of the United States government. This included the requests for appointment of an Olympic attache to live in the Los Angeles area and permission for the berthing of a Soviet cruise ship in a Southern California harbor and the landing of Aeroflot charter flights.

Indications from the government prior to the 1984 Olympic Winter Games in Sarajevo, Yugoslavia were favorable regarding the Soviet requests, although a formal response had not been made by the time LAOOC observation teams left to attend the Games. Further discussions regarding the Soviet requests took place in Sarajevo, but no official response was received until 1 March 1984.

On that date, the LAOOC was informed that while the U.S. Government agreed to allow the Soviet NOC's Olympic attache to live in the Los Angeles area, it would not agree to the specific individual selected by the USSR NOC. The complete and formal response to the USSR NOC's requests came on 20 March:

- The U.S. government affirmed its concurrence in having a Soviet Olympic attache present in the Los Angeles during the pre-Games period of March-August 1984. No special status would be given to this individual by the government, other than that available to a member of the consular corps.
- Permission was granted for the berthing of the Soviet cruise ship Gruzia at Pier 2, Berth 53 in the Long Beach Harbor from 15 July-15 August 1984. The Gruzia was classified as a commercial Soviet special interest vessel and would be required to comply with all applicable laws of the U.S., and the U.S. government agreed to assure security of the vessel to the full extent permitted by U.S. laws.
- Permission was granted for a reasonable number of charter flights by Aeroflot civil aircraft between the USSR and Los Angeles during the period of 1 July-30 August 1984. Such flights were to be solely for the purpose of transporting members of the accredited Soviet Olympic team and related officials, other accredited members of the Olympic family from the USSR and Soviet spectators coming to the Games. Specifics were also announced regarding accommodations, customs, fueling, landing arrangements and maintenance agreements for the flights.
- All Soviet Olympic visitors to the U.S., other than those individuals holding Olympic Identity Cards, had to obtain visas in the normal manner, by application to the U.S. Embassy in the USSR or in their country of residence. Holders of Olympic Identity Cards (except media) were allowed multiple entry privileges into the United States for one month prior to and after the Games. They were required to present only their Olympic Identity Cards and a valid passport in order to enter the United States. All media were required to obtain passports.
- As almost all Soviet requests had been granted, the LAOOC encouraged the Soviet NOC to continue their planning and training efforts and to nominate another attache as soon as possible. The LAOOC's senior management pledged to obtain a faster response to such a nomination from the government. However, communications between the LAOOC and USSR NOC fell silent during the next several weeks, adding to the unease of the Los Angeles organizers.

13.07.4 Meeting between the IOC, LAOOC and USSR NOC in April 1984

After three-plus weeks of non-communication between the LAOOC and USSR NOC, concerns were high throughout the Olympic movement regarding Soviet participation in the Games. As a result of these concerns and a desire to have the parties speak to each other directly, IOC President Juan Antonio Samaranch convened a meeting in Lausanne, Switzerland on 24 April 1984. Present were Samaranch, the three vice presidents of the IOC, the IOC Director and delegations from the LAOOC and the USSR NOC.

The discussions centered around the concerns of the Soviet delegation, including:

Entry into the United States

The USSR NOC claimed that the procedure for use of the Olympic Identity Cards, which involved the presentation of Olympic Family Lists to the U.S. Embassy in their country, was in violation of the Olympic Charter. It was noted, however, that the procedure had been approved by the IOC. In

order to be helpful, the LAOOC agreed to receive the Olympic Family Lists directly from the USSR NOC, thus eliminating any dealing with the U.S. Embassy.

Security

The USSR NOC asked for assurances that they would not be discriminated against in Los Angeles and the LAOOC assured them that they would receive the same treatment as all other NOCs. The USSR NOC was also concerned about groups based in the United States which, according to news reports, had pledged to "infiltrate" the Soviet delegation or cause physical harm to delegation members while at the Games. In the Soviet's view, these groups would harass their team and place great psychological pressure on the delegation members. The LAOOC read a statement from the U.S. Department of State disavowing any government encouragement or support of these groups and noted that no demonstrations of a political or other nature would be allowed on the Olympic sites themselves. It was further noted that only supporters of the USSR team would be in contact with it in Los Angeles and that the LAOOC's envoy to the Soviet NOC would help to facilitate this.

USSR delegation and media access to the Olympic sites

The USSR NOC cited news reports which questioned whether Soviet athletes and journalists would have sufficient access for competition/training and reporting on the Games, respectively. The LAOOC stated that all NOC delegations would have access to all Olympic competition and training sites and villages. All journalists would be treated alike with respect to access to facilities to all sites. In response to the request of the USSR NOC, the LAOOC promised that an explanation of this policy would be forthcoming in writing.

Use of Aeroflot charter flights

While the U.S. government had approved "a reasonable number" of flights, the USSR NOC was concerned that this might not cover all 25 flights requested. Noting that only a small number of tickets had been purchased for Soviet spectators, the LAOOC questioned whether enough people would be coming from the USSR to justify 25 flights. Informed that the USSR NOC might wish to bring teams of other NOCs on such flights, it was stated that the Aeroflot charters could only bring Soviet citizens and that non-Soviet passengers would not be

allowed on such flights. Landing conditions had been decided by the U.S. Government and were not subject to change by the LAOOC.

Use of the cruise ship Gruzia

The USSR NOC asked for the application of international regulations to the ship and was assured by the LAOOC that any doubts that existed were due only to a difficulty in communications and that international law would be respected. Further, the LAOOC agreed to pay for any security costs involved with the stay of the Gruzia in the Long Beach harbor. However, when the Soviet NOC indicated that USSR athletes (as opposed to extra coaches, doctors and staff) might stay on the ship, the LAOOC pointed out that this request had never been made before and a study of the implications of such a use of the Gruzia would have to be explored. The USSR NOC was asked to submit its request in writing.

Regarding the appearance of the mayor of Moscow for the ceremonies in Los Angeles, the USSR NOC noted that he was ready to come to Los Angeles, but wanted assurances for his security. The LAOOC produced a letter from the mayor of the city of Los Angeles providing such assurances.

The parties also discussed other minor matters and agreed that all matters regarding the participation of any NOC could be resolved through dealing directly with the LAOOC only, if so desired by the NOC concerned. In addition, the USSR NOC stated that it intended to participate in the Games of the XXIIIrd Olympiad in Los Angeles under the condition that the Olympic Charter is enforced. Both the LAOOC and the USSR NOC agreed to communicate more often in the future. Following the meeting, the LAOOC sent daily telexes to the USSR NOC for several days, but received no response. Although the meeting itself had been encouraging, the lack of response by the USSR NOC to these messages was a clear cause for worry.

13.07.5 Non-participation announced: 8 May 1984

In a surprise announcement that followed the start of the LAOOC's cross-country Torch Relay by only two hours, a commentator on the evening news program from Moscow read from the text of a statement issued by the USSR NOC. After reciting a familiar list of complaints aimed mostly at the U.S. government, the statement concluded that "in these conditions, the National Olympic Committee of the USSR is compelled to declare that participation of the Soviet sportsmen in the Games is impossible."

Little embellishment of the Soviet NOC's statement was forthcoming until a news conference held in Moscow on 14 May 1984. At this news conference, Soviet Olympic officials repeated their

criticisms of the organization of the Games and the conditions which led to their decision of non-participation. Chief among the problems cited were anti-Soviet activities in the U.S. that allegedly would pose a threat to the delegation at the Games. The USSR NOC president called the decision "irrevocable."

The reaction from the LAOOC was swift and unequivocal. President Peter V. Ueberroth stated that *"anything they can come forward with that's a serious objection or even comes close to being a violation of the Olympic Charter, or could be interpreted by anybody from any direction as being close to a violation, we'll be pleased to talk about. But, there haven't been any."*

The U.S. State Department, reacting to Soviet charges that the U.S. government had aided anti-Soviet groups and otherwise made the Soviet's Olympic participation difficult, stated that the facts as presented at the USSR NOC's news conference were "tendentious and distorted." The State Department spokesman also noted despite Soviet comments to the contrary:

- That the IOC and LAOOC did not recognize any of the demands made by the USSR NOC at the 24 April meeting in Lausanne as well-founded.
- The Reagan Administration had informed an anti-Soviet group that athletes from all countries would be welcome and that the Olympic Charter would be respected.
- That the U.S. government had made an extraordinary effort to prevent attempts by terrorist or extremist organizations to disrupt the Games.

The State Department's reply also noted that it *"believe(d) that Soviet charges that the U.S. Government is violating the Olympic Charter or attempting to gain political capital out of the Olympic Games do a great disservice to the Games. Responsibility for any damage done by these charges rests solely on the Soviet side."*

"However, we cannot let spurious charges involving this government go unanswered."

"We have pledged full cooperation with the LAOOC and support of its activities, with the aim of making a complete success of the Games for all participants."

"I wish to reiterate, directly and officially, that the U.S. Government wishes to facilitate participation of all Olympic participants, including those from the USSR on a fair and equitable basis."

"We are, moreover, prepared to guarantee Soviet Olympic participants and spectators, including Soviet officials resident in the U.S., full access to all venues."

"The U.S. takes very seriously its obligations to protect all Olympic participants. Every reasonable measure has been taken and will be taken to provide security to everyone concerned, including Soviet citizens."

"Emigre and other groups that may be planning to conduct demonstrations and other activities against Soviet participants have no U.S. Government support whatsoever."

13.07.6 Reaction following the boycott announcement

Although an expected Soviet campaign against participation quickly materialized in the aftermath of their announcement, it was effectively limited to those nations already politically aligned with the USSR.

In the days following 8 May, 13 nations joined the Soviets in the boycott. National Olympic Committees from Afghanistan, Bulgaria, Cuba, Czechoslovakia, Ethiopia, the German Democratic Republic, Hungary, DPR

Korea, Laos, Mongolia, Poland, Vietnam and the Yemen Democratic Republic all announced that they would not participate in Los Angeles.

A meeting of the IOC Executive Board was held on 18-19 May in Lausanne, with both the LAOOC and officials from the USSR NOC. In addition, the Commission for the Olympic Movement, representing the IOC, IFs, NOCs and athletes was also convened. The Soviets gave no specific reasons other than the broad charges previously stated for their non-participation and refused to specify any conditions under which they would come to Los Angeles for the Games. The Soviet officials, did, however, pledge not to interfere with the decisions of other NOCs on participation in the Games.

The president of the IOC noted during a news conference that he found no merit in the charges against the LAOOC or against the the U.S. government.

The Commission for the Olympic Movement expressed a strong view as well, stating that it *"appreciates the efforts of the Los Angeles Olympic Organizing Committee in the preparation of the Games in the best conditions and considers that the Olympic Charter is respected."*

Following the meetings in Lausanne, the president of the IOC and other members of the IOC attended a meeting



¹⁰ LAOOC President Peter V. Ueberroth (center) answers questions during a press conference staged for the USSR National Olympic Committee delegation in December 1983.

of the sports ministers of socialist nations held in Prague on 24 May 1984. The decision of non-participation was reconfirmed there by those nations which had announced their intention not to send a team to Los Angeles.

In view of the security guarantees made by the United States government, the disinterest or inability of the USSR NOC or other non-participating NOCs to identify specific conditions which made their participation impossible, was curious. Since the composition of the boycotting nations was limited to those already politically aligned with the Soviet Union, it was not surprising that many analysts concluded that the major motives behind the decision not to participate in Los Angeles included retribution for the U.S.-led boycott of the 1980 Olympic Games held in Moscow and Soviet dissatisfaction with the policies of the United States government at the time. It was noted that Soviet Olympic officials drew distinctions between their dissatisfaction with the United States government in general and their opinion of the work of the LAOOC.

13.07.7 Response of the NOCs to the invitation to participate

In the meantime, the LAOOC mounted its own quiet campaign to secure the largest number of NOCs ever to participate in the Games by 2 June, the

deadline for acceptance of the invitation to attend the Games. At the time of the announcement of the Soviet boycott, only a handful of nations had sent formal notices of acceptance of the invitation, even though they had been sent out fully one year prior to the Games.

After the Soviet boycott announcement, hundreds of telephone calls and telex messages emanated from the LAOOC's administrative headquarters to NOCs, requesting their immediate formal acceptance of the invitation to attend the Games. Bilingual members of the LAOOC staff placed calls to Olympic officials around the world. The mayor of the city of Los Angeles, Tom Bradley, sent telex messages to each of the NOCs in Africa, urging their acceptances of the invitations as well. In addition, members of the LAOOC's Government Relations Department in Washington, D.C. visited more than 50 embassies, primarily from smaller nations to assure them of the LAOOC's good intentions and to reiterate the LAOOC's desire to have their NOCs accept the invitations to participate in the Games.

By the 2 June 1984 deadline, a record 142 NOCs had accepted the LAOOC's invitation. The previous high had been 122 NOCs at the Games of the XXth Olympiad in Munich in 1972; in contrast, 95 NOCs participated in the Montreal Games and 80 actually participated in Moscow. The favorable reaction of the NOCs was a positive statement for the Olympic movement and ensured the overall success of the Los Angeles Games as a meaningful festival for the youth of nations from around the world.

The notices of acceptance carried messages of support and, in a few cases, permission to enlarge the teams being prepared for the Games. Several NOCs asked if their team sizes could be expanded to take advantage of new opportunities for competition in the absence of those who chose not to participate. Notable confirmations were received from the NOC of the People's Republic of China, accepting the invitation to return to the city where Chinese participation in the Games began in 1932 and from Romania, which announced its acceptance of the invitation during the meeting of sports ministers from socialist nations in Prague on 24 May.

The president of the LAOOC visited Cuban premier Fidel Castro in an unsuccessful attempt to reverse the decision of the Cuban NOC. Even so, however, the Cuban premier made it clear that the decision against participation in Los Angeles was made in the interests of solidarity with other socialist nations and not because of any fears over athlete or delegation security in Los Angeles. In late June, the NOC of Angola sent word that it would not be able to participate in the Games, but stated no reasons. Two other NOCs, those of Albania and Iran, had indicated well prior to the Soviet announcement of non-participation that they had no interest in participating in the Games in Los Angeles. They rarely, if ever, had engaged in communications with the LAOOC.

13.07.8 Transport arrangements to assist NOCs

Although the LAOOC fully expected all of the nations which had accepted the invitation to participate in Los Angeles to come to the Games, it also was aware of the logistical difficulties faced by many nations in bringing their athletes from thousands of miles away. In recognition of the particular difficulties faced by some of the NOCs and at the request of the Supreme Council for Sports in Africa, the LAOOC chartered an airplane at its own cost for the round-trip transportation of athletes and officials from 21 nations to Los Angeles.

The assembly point for the athletes and the departure point from the African continent was at Rabat, Morocco, the site of the all-African championships in athletics during the week of 14 July 1984. The plane left with 130 athletes from 21 nations, accompanied by three LAOOC staff members on 16 July for Los Angeles.

The return flight departed from Los Angeles on 14 August and included 169 passengers from 14 nations, plus two LAOOC staff members. The flight terminated in Casablanca, Morocco, due to the more favorable airline connection possibilities to the rest of the continent there.

The LAOOC also helped to arrange for the landing of charter aircraft arranged by other National Olympic Committees for their teams at the Los Angeles International Airport and with processing through the Olympic Arrival Center at LAX on their way to their assigned villages.

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14.01 Areas of responsibility

The Olympic Health Services Department (OHS) was charged with establishing health services for the Olympic Family, providing emergency care to spectators and carrying out the medical controls required by the IOC. The objectives of the department included the following:

- To provide health care of the highest quality which exemplified the best medical care available in the United States
- To maintain or restore the good health of the Olympic village population during the period of the Olympic Games
- To provide accessible, quality health services at no cost to the athletes, delegates and officials

The scope and breadth of the Health Services program included:

- Sports medicine, doping control and spectator care at 23 venues
- Sports medicine and athletic training services at 33 training sites
- Urgent care polyclinics at three Olympic villages
- Medical aid stations at the IOC/NOC headquarters, Main Press Center and International Broadcast Center
- Emergency care and hospitalization services at 16 hospitals
- Medical Command Center operations

The planning phase of the Olympic Health Services included the establishment of the Medical Advisory Commission consisting of 150 doctors, nurses, athletic trainers and other health care professionals. Subcommissions were also formed to contribute to the planning effort necessary to provide a wide range of health care services.

Medical Subcommissions and objectives included:

- Dental; to provide recommendations in the planning, implementation and operation of three dental facilities
- Doping Control; to provide recommendations and advise on doping control and gender verification programs
- Emergency medical systems; to provide recommendations on the operation of emergency medical services and establish criteria for the selection of an "Official Hospital" for each venue and polyclinic
- Eye care; to provide recommendations on the operation of eye services in the polyclinics
- Health records; to provide recommendations concerning the Olympic health records system and policies/procedures for health records administration at the polyclinics and venues

- Pharmacy and therapeutics; to review formulary items and recommend policies and procedures for writing prescriptions, "flagging" IOC banned drugs, monitoring medication availability during pharmacy off-hours and obtaining non-formulary medications
- Athletic training and physical therapy; to provide a recruitment plan for athletic trainers and physical therapists and recommend equipment and supplies modalities to be used at the polyclinics. To develop patient flow policies and procedures for the polyclinic physical therapy areas

The preparations for providing the array of health services began in 1979. These preparations included detailed planning for the variety of needed medical supplies, equipment and pharmaceuticals; designing and securing necessary air and ground emergency transport services; and the coordination of emergency medical services with local community agencies. Central to this effort was the careful recruitment, orientation and training of more than 2,000 volunteer health professionals.

Health care delivery in the United States has traditionally relied on volunteers. To ensure the availability of the highest level of health care professionals, OHS called upon the volunteer support of the entire health care community who applied in far greater numbers than could be utilized.

In identifying and selecting volunteers, the LAOOC gave priority to residents of Southern California and required that all medical personnel be licensed or certified in accordance with regulations adopted by the state of California. Preference was given to individuals who were personally known to the chief medical officers or other health services personnel.

As a further effort to encourage volunteer participation and to ensure appropriate accountability, an agreement was reached with the Los Angeles Chapter of the American Red Cross (ARC) to incorporate the concept of first aid walking teams into the overall pattern of medical care. The ARC also undertook a careful selection and training process for its personnel.

The LAOOC had to develop sound working relationships with many governmental and community agencies and organizations which provided health care in Southern California. The community agencies were surprised and not always pleased to find that the LAOOC had the overall responsibility for planning and implementing a health care program for all competitors and spectators. Although many sporting events take place regularly in Southern California, there is no common managerial link uniting such activities. Considerable dialogue with agencies such as the Los Angeles County Public Health Department was necessary to ensure recognition of the management role of the LAOOC.

14.01.1 Role of the corporate sector

The level of medical services provided at the Games reflected current state-of-the-art medical technology. This was made possible by the generosity of many corporate sponsors.

The LAOOC entered into an agreement with American Medical International, Inc. (AMI), an international health service company which owns and operates hospitals throughout the world, to staff, equip, supply and manage the village polyclinics at USC, UCLA and UCSB. AMI furnished the OHS with the following personnel and services:

- Highly qualified personnel who implemented OHS management policies and program directions
- Specialized consultants in the areas of pharmacy planning, materiel logistics management, architectural planning and medical records management
- Medical equipment and supplies for all three polyclinics, including highly specialized training equipment
- Support staff such as skilled clinic administrators, nurses, laboratory and radiology technicians and pharmacists

Physio-Control, Inc. loaned 120 cardiac monitor-defibrillator units to the LAOOC for the period of the Games. This essential element in the provision of advanced cardiac life support (ACLS) is recognized as the most significant life saving device in cardiac arrest situations.

The donation provided an adequate level of ACLS capability at every venue, including the ability to transport a patient by upgraded basic life support ambulances. The units were priced from \$8,000 to \$9,000 each, so the value to the LAOOC was almost \$1.25 million. Physio-Control also provided training and maintenance for the units.

Nichols Laboratory provided high quality gender verification and cytogenetic services at a cost-effective price.

Ambulance service in Southern California was provided by a large number of small companies, none of whom could afford to support the LAOOC by donating services. OHS was able to obtain adequate levels of service at all sites at a reasonable price.

The principal contractor for ambulance service was Infield, Inc., a local operator specializing in special event services. Infield coordinated the overall provision of ambulance services. In addition, a dozen local companies contributed up to three ambulances each. The LAOOC was able to double the available ambulance services in the community in a cost-effective manner without leaving the existing service load uncovered.

Contracted air ambulance service was provided at Lake Casitas, Coto de Caza and Fairbanks Ranch. An air ambulance was also provided in central Los Angeles for possible use at the Coliseum in case traffic problems in that area resulted in delayed ground transportation.

Partners in Life Flight met the LAOOC's air ambulance needs through the competitive bid process and transported two patients during the Games.

14.02 Doping control

14.02.1 Controls required by the Olympic Charter

Rule 29 of the Olympic Charter states the general guidelines for doping control for all Olympic Games. A summary of the IOC Medical Code is as follows:

- Doping is forbidden.
- Any Olympic competitor may be excluded if he refuses to submit to a medical control or examination or if found guilty of doping.
- Female competitors must submit to the prescribed tests for gender verification.
- A medal may be withdrawn by order of the IOC Executive Board on recommendation of the IOC Medical Commission.

The IOC Medical Commission has compiled a list of drug classifications that have been considered to improve athletic performance. To minimize the abuse of drugs in sport, the Commission developed procedural guidelines for doping control which were first introduced in 1968 at the Xth Olympic Winter Games in Grenoble, France.

14.02.2 Development of the laboratory facility

On 9 March 1982, the LAOOC and UCLA announced the establishment of the Paul Ziffren Olympic Analytical Laboratory, housed at the Louis Factor Health Sciences Building at the UCLA Center for the Health Sciences.

The establishment of a laboratory in Los Angeles was necessary because the only other accredited facility in North America was in Montreal, Canada. The Organizing Committee took bids from several laboratories in Southern California before LAOOC senior management decided that UCLA could best meet the needs of the doping control program. The laboratory remained at UCLA as a legacy of the Olympics.

The IOC Medical Commission accredited the laboratory for testing on 30 November 1983, making it the first laboratory in the United States to be so designated.

The LAOOC worked closely with laboratory personnel from the time the laboratory was accredited to the time of the Games to ensure quality control. Each step in the doping control analysis process was carefully checked and rechecked by technicians so that



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- 1 Olympic Health Services personnel are instantly available on the field of play to assist injured competitors.
- 2 An athlete receives ultrasound treatment in the polyclinic of the UCLA Village.
- 3 Analysis of doping control specimens is carried out in the Paul Ziffren Analytical Laboratory at UCLA, where over 1,500 specimens were analyzed during the course of the Games.
- 4 Emergency vehicles such as this ambulance are clearly marked for identification.



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5 Health Services personnel assist Nigerian triple jumper Ajayi Agbebaku after his injury during the triple jump final.

6 Portable radios play a vital role in communications between on-field medical personnel and the venue medical control center.



6

testing would be flawless. The laboratory was equipped with purchased and rented equipment.

14.02.3 Development of the testing plan

The development of the doping control testing plan involved determining the number of tests to be taken and finalizing the collection procedure.

The number of doping control tests to be taken was not finalized until the late spring of 1984 after the IOC Medical Commission and the LAOOC spent months negotiating. The IOC wanted 2,000 doping control tests to be taken, but the LAOOC insisted upon and eventually tested only 1,500 athletes. The controversy surrounded the number of athletes to be tested at random in each sport. It had previously been determined by the IOC Medical Commission that the top four finishers in each sport would be tested immediately following competition.

Although the LAOOC did not know until late spring the number of athletes that would be tested, the facilities were planned and equipment was ordered based on information from the Montreal and Moscow Games.

Once the final number of random athletes to be tested was agreed upon, the LAOOC determined the number of athletes per sport per day to be tested, finalized the procedures for the collection of the samples and selected and trained the staff to work at each venue.

The doping control collection procedures used by the LAOOC had never been used in previous Games. Developed by the LAOOC in conjunction with the IOC Medical Commission, the simple procedure called for putting the sealed samples in a blue bag and closing the bag with a special clip that could only be used once. The procedure was tested extensively during the 1983 summer events hosted by the LAOOC and proved very satisfactory. Previous Olympic Games collection procedures called for using sealing wax to seal the individual collection bottles. The new procedure proved to be easy and safe from tampering and was approved by the IOC Medical Commission in November 1983.

14.02.4 Dissemination of the list of banned substances

The LAOOC was responsible for implementing all the doping control regulations as stipulated by the IOC Medical Commission. Once the Commission developed the list of banned substances, the LAOOC was responsible for providing information to all agencies or individuals who wished it.

The IOC "Medical Controls" brochure, officially listing banned substances and collection procedures, was mailed to the NOCs, IFs and the IOC in spring 1984.

14.02.5 Procedures for the collection of the samples

The sample-taking procedure used by the LAOOC was designed to be convenient for the athlete while maintaining the integrity of the sample. The basic steps in the collection procedure were as follows:

- Immediately after the contest, the competitor selected for a doping check was handed a testing notification by a doping control escort who accompanied him to the doping control station.
- Each testing notification had the competitor's starting number and a statement that an attendant (team official, coach or doctor) could be present when the competitor reported to give a sample. It also pointed out the possible consequences if an athlete failed to report within a given time. Part of the notification was a detachable stub which signified the competitor's number and was used to confirm that the competitor had been notified.
- The competitor signed the confirmation stub after the time had been entered.
- The stub was passed on to the doping control station.
- If the competitor failed to report within the time limit, that fact was noted on the records, signed by the doping control coordinator and delivered immediately to the IOC Medical Commission. The commission then decided what further procedures would be followed.
- Upon arrival at the doping control station, the staff checked the competitor's identity through his accreditation card and starting number.
- In addition to the competitor and the accompanying person, only the following persons were present: the official in charge of the station; a medical technician whose duties included keeping the records; a representative of the particular International Sports Federation concerned; a member of the IOC Medical Commission, or the Commission's designated representative; the official in charge of taking samples; and an interpreter.
- After the time and personal data of the competitor was recorded, the competitor selected an unused urine collector in a sealed bag.
- The competitor urinated into this collector under the supervision of the person taking the sample.
- If the competitor refused to give a sample, he was advised of the consequences. If he still refused, the fact was noted on the records. The record was signed by the competitor, the official in charge of the station, the medical technician, the representative of the International Federation and the accompanying person. The record was sent immediately through the chairman of the Doping Control Committee to the chairman of the IOC Medical Commission.

- If the competitor was unable to give an ample urine quantity after a fair period of time, the procedure decided by the Medical Commission of the IOC was then followed.
- After the sample had been taken, the competitor or the athlete poured an equal amount of urine into two bottles and closed them securely.
- The bottles were coded and noted in the records in full view of the athlete and the accompanying person.
- The competitor, the accompanying person and the official in charge of the station signed the records certifying that there had been no irregularities. The records were sealed in separate envelopes.
- The original copy was sent through the chairman of the Doping Control Committee to the chairman of the IOC Medical Commission and the duplicate copy was kept sealed in a safe.
- The two samples were placed in separate containers and sealed immediately.
- All sealed containers, each holding a sealed bottle, were placed in a special box which itself was sealed in the presence of witnesses who signed the records annexed to the box before it was transported to the laboratory.
- After the courier delivered the box to the laboratory, receipt of the box was acknowledged.

14.02.6 Procedures for testing of the samples

The analysis of the doping control samples were completed as soon as possible after their arrival at the Paul Ziffren Laboratory at UCLA. In addition to the head of the laboratory and the laboratory staff, only the following persons were admitted to the laboratory during analysis:

- Members of the IOC Medical Commission
- Persons with special authorization from the IOC Medical Commission
- The chairman of the Doping Control Committee

The LAOOC, the Paul Ziffren Laboratory and the IOC agreed that the gas chromatography and gas chromatography mass spectrometry (GCMS) methodologies would be used to analyze the doping control samples. This type of instrumentation was selected because it is the most sophisticated and technical in detecting anabolic steroids.

Preliminary testing for non-anabolic steroids was done by the Gc method. Non-anabolic steroid confirmation was done by the GCMS method. Testing for anabolic steroids in both preliminary and final stages was done by the GCMS methodology.

The steps in the testing of the samples were as follows:

- The analysis was carried out according to well-established methods which had been approved by the IOC Medical Commission.
- If the analysis was positive, the head of the laboratory immediately informed the chairman of the IOC Medical Commission or his representative.
- The chairman of the IOC Medical Commission or his representative wrote to the chef de mission of the delegation to which the competitor belonged to inform him that analysis of the first sample had proved positive.
- The chef de mission was informed when the second sample would be analyzed.
- The analysis of the duplicate sample was carried out in the same laboratory but by different persons and was supervised by a member of the IOC Medical Commission. The delegation in question was allowed to send a maximum of three representatives to the laboratory. The member of the IOC Medical Commission informed the chairman of the Commission the result of the second analysis.
- If the result was positive, the chairman of the IOC Medical Commission called a meeting of the IOC Medical Commission with the following persons invited: a representative of the delegation concerned; a representative from the International Federation concerned; chairman of the Doping Control Committee; and the athlete.
- The chairman of the IOC Medical Commission then passed the recommendation of the IOC Medical Commission to the president of the IOC, who took the necessary action. The head of the delegation to which the competitor belonged was also informed.
- The result of the second analysis was final.

14.02.7 Role of the IOC Medical Commission during the Games

The IOC Medical Commission was extremely busy during the Games. During each day of competition, members were assigned to monitor various collection sites. When an IOC Medical Commission member was present at a site, he observed the operation, answered all questions relating to collection procedures and made the final decision on any discrepancies.

During each evening, members convened at the IOC headquarters to review the day's collection procedures. If any problems arose that would affect the next day of operation, they were communicated to the LAOOC medical director for immediate action.

The Medical Commission also spent a great amount of time dealing with the procedure for positive test results involving the athlete, a representative from the International Federation, the chairman of the Doping Control Committee and a representative of the delegation concerned.

14.02.8

Test results of the doping control program

During the 15 days of operation, 1,502 athletes were tested by the doping control staff. Selections were made either on the basis of random samples or competition results. The greatest number of competitors (157) were tested on 11 August, the day before competition ended. Athletics had the most athletes tested (190), followed by swimming (122), basketball (120), handball (114) and wrestling (102).

Eleven positive test results were recorded during the testing program. Two of the athletes were medal winners and as a result, had their medals withdrawn.

14.02.9

Doping control summary

General

- The doping control station (a secure facility) size was determined by the number of specimens to be collected in that sport.
- The doping control coordinator reported directly to the chief medical officer and was responsible for dealing with International Federation officials, team officials and the IOC Medical Commission.
- Commissioners and venue directors were made aware of the high visibility and volatility of the doping control program.
- Extensive training in policies and procedures of specimen collection was given to all staff.

Staffing criteria

- Doping control coordinator; one per station
- Doping control technician; three per station, if up to 10 athletes were handled at one time and more were added based on the number of additional athletes
- Doping Control Escorts; one per athlete selected simultaneously

Physical configuration

Minimum of 500 sq. ft. including:

- Waiting area
- Processing area
- Toilet facilities
- Waiting area had to be large and comfortable since an athlete could bring up to four persons with him
- Each toilet area had to be large enough for two persons
- Two refrigerators
- Television
- Hand-washing facilities

14.03

Gender verification

14.03.1

Controls required by the Olympic Charter

The Medical Commission of the International Olympic Committee attempted to protect women against unfair competition. The control attempted to confirm an athlete's gender with minimal interference with the dignity of the individual.

Doping control specimen collection by venue

Sport	July			August											Total		
	29	30	31	1	2	3	4	5	6	7	8	9	10	11		12	
Archery											4	4	4	8		20	
Athletics						12	16	22	33		18	14	22	49	4	190	
Basketball	4	8	8	4	8	8	4	12	16	16	16	8	8			120	
Boxing	2	2	2	2	2	2	2	2	2	2	2	10		24		56	
Canoeing											4	4	4		22	24	58
Cycling	14	11	16	12	10	16		18									97
Diving									0	4	0	4	0	4	8		20
Equestrian		1	1		4		0	0		4	1	1	1		2		15
Fencing					0	5	5	5	6		6	5	6	0	6		44
Football		0	0	0	0	0	4	8	4		8			4	4		32
Gymnastics	6	8	2	2	2	2	4	4					0	2			32
Handball			12	6	12	6	12	6	12	6	12	6	16	8			114
Hockey		2	2	4	4	2	4	2	4	2	4	0	18	6	12		66
Judo							6	6	6	6	6	6	6	6			48
Modern Pent.		10	10	10													30
Rowing		6	0	0	8		23	32									69
Shooting	9	5	14	5	10	5	5										53
Swimming	16	20	20		22	20	20					4					122
Volleyball	8	8	8	8	8	8	8	8	8	8	8		0	8			96
Water Polo				0	0	0			0	0		12	12				24
Weightlifting	6	6	6	6	6	6	6	6	6	6	6						60
Wrestling		5	5	12	12	16				5	5	14	12	16			102
Yachting			3	5	7	6			13								34
Total	65	92	109	76	115	108	119	131	110	63	100	92	105	157	60	1,502	

*Note: The specimen collecting occurred only on the days of competition. The zeros indicate that although there was competition that day, no specimens were collected.

Rule 29 of the Olympic Charter states that female competitors must comply with the prescribed tests for gender verification.

14.03.2

Development of the collection and testing plan

Basic gender verification collection and testing guidelines were developed by the IOC Medical Commission. The LAOOC took the guidelines and refined them for implementation at the USC, UCLA and UCSB village polyclinics.

Guidelines for testing gender verification were not as severe as doping. A buccal smear from the mouth could be taken at any time during the athlete's stay, provided it was done before she started competition. Drug testing was done on a very rigid timetable following competition to detect immediately performance-enhancing drugs.

The security of samples and the anonymity of the athletes were of utmost importance. Unlike the doping control procedures, the IOC Medical Commission did not have to approve the gender verification procedures as long as the general guidelines were followed.

The LAOOC contracted with Nichols Institute to provide gender verification services. Nichols was responsible for staffing the collection sites within each polyclinic, transporting the samples to its laboratory and analyzing the

samples. The results had to be provided within 24 hours of the sample's arrival at the laboratory.

One of the major concerns in the development phase of the gender verification program was to plan effectively for the ingress of female athletes should the majority arrive all at once for the individual testing. The LAOOC realized that most athletes would wait until the last minute before their competition to be tested. The unavailability of the registration lists identifying names of athletes until the Games began further complicated the matter.

Once the polyclinics opened on 14 July, there was a tremendous effort to contact envoys and chefs de mission to encourage their female athletes to make appointments for testing. Despite the effort, approximately 60 percent of the athletes came into the gender verification office on a walk-in basis as opposed to a scheduled appointment.

**14.03.3
Procedures used in collection and testing**

The basic procedures used for collection and testing gender verification were as follows:

- All competitors in the women's sporting events had their gender verified.
- The results of the examination were not made public.
- Competitors who registered as females were required to report to the gender verification office or forfeit the right to participate in the Games.
- A member of the IOC Medical Commission supervised the testing.

- The gender verification office notified each chef de mission of the day and time of the test for his team.
- The delegation representative was responsible for making sure all women competitors and appropriate identity cards were present during the day and time appointed.
- Female competitors presenting a valid certificate of femininity issued by the IOC Medical Commission were exempt from another examination.
- Each female competitor's identity was determined by an identity card with a photograph, weight, height and accreditation number listed.
- A buccal mucous membrane smear determined the X and Y chromatin.
- If the test was inconclusive, the competitor had to undergo further tests by the IOC Medical Commission.
- The results of the examination were reported to the chairman of the Medical Commission.
- If the results of those tests were inconclusive, the chairman called a meeting of the Medical Commission, at which a physician from the team and a representative of the International Federation concerned could attend and following which a physical examination was prescribed and performed by a gynecologist who was a member of or was accepted by the Medical Commission.
- The Medical Commission issued a gender certificate to those female competitors whose test results were conclusive.

Gender verification program summary
Encounters by polyclinic

Date	UCSB	UCLA	USC
7/14	0	0	0
7/15	2	0	5
7/16	0	0	43
7/17	16	3	12
7/18	0	3	54
7/19	12	45	46
7/20	30	46	35
7/21	7	5	26
7/22	6	4	32
7/23	3	19	47
7/24	1	50	119
7/25	46	23	69
7/26	51	54	61
7/27	19	104	90
7/28	0	31	53
7/29	0	45	27
7/30	0	28	45
7/31	3	9	11
8/1	0	15	26
8/2	1	17	8
8/3	7	10	23
8/4	5	2	13
8/5	5	6	7
8/6	0	18	4
8/7	0	0	2
8/8	0	1	0
8/9	0	0	0
8/10	0	0	0
8/11	0	0	0
8/12	0	0	0
Total	214	538	858

Total tests 1,610

14.03.4 Report of results on the tests

During the period 14 July-7 August, 1,610 women athletes from 92 countries received a gender verification test. The majority (81 percent) of all exams were completed prior to the beginning of competition because of the efforts of gender verification staff in scheduling appointments in advance. The proportion of athletes tested by date corresponded directly to the proportion of athletes in the villages, demonstrating a strong correlation between the arrival dates of delegations and gender verification activity. USC generated the most activity, testing 53 percent of all women athletes, followed by UCLA with 33 percent and UCSB with 14 percent. The number tested represented 88 percent of the total number of women athletes attending the Games since 12 percent already had femininity certificates.

The most significant accomplishment of the program was that less than one percent (far below the average) of the collected samples required repeat collection because of poor collection technique.

14.04 Official hospital program

14.04.1 Concept

The LAOOC designated 17 hospitals as "Official Hospitals for the 1984 Olympic Games." The innovative program named a hospital near each venue and village, with each providing equipment, supplies, personnel and resources for venues and hospitalization for Olympic Family from venues and villages.

One specific purpose of establishing the official hospital program was to provide hospitalization for Olympic officials, athletes and staff, each of whom was covered by a medical insurance policy which included professional and hospital fees. The provision for hospitalization for spectators followed each hospital's customary procedure for any member of the public. The LAOOC did not provide medical insurance coverage nor was it liable for hospitalization for spectators.

The basic concept behind designating official Olympic hospitals was cost effectiveness. In addition to goods and services, each hospital also provided financial support for medical transportation and other emergency medical services. The hospitals furnished this support with no expectation of recouping the cost through patient care.

14.04.2 Characteristics of institutions chosen

Each hospital in the official Olympic hospital program was selected for excellence in medical care and the ability to address special needs of Olympic athletes, officials and spectators.

All hospitals interested in the program were evaluated using the following criteria:

- Each hospital had to designate a person to act on behalf of the hospital during planning, implementation and operational phases.
- A written commitment had to be signed by the hospital and medical staff for emergency treatment of any Olympic-related visitor regardless of source of payment.
- Each hospital had to make a commitment to coordinate all press-related activities through the LAOOC medical press officer.
- The hospital had to provide special security provisions for members of the Olympic Family which the LAOOC could upgrade as deemed necessary.
- The hospital had to agree to upgrade any services in which deficiencies were noted to a level acceptable to the LAOOC for the period designated.
- The chief of medical staff and medical executive committee had to provide a written commitment to abide with the criteria of the official hospital services agreement when executed.

The desire of the LAOOC was to designate general acute care hospitals which provided an excellent level of medical care across-the-board. It was expected that individuals with special problems requiring advanced capability (e.g., burn victims) would be transported directly to the appropriate facility or transferred in accordance with local arrangements.

Hospitals which agreed to meet the aforementioned commitments were evaluated further based upon additional criteria:

- The hospitals had to have an emergency department which had a special services permit to operate at the "stand by" level. Institutions licensed at less than the "basic" level were required to upgrade staffing to a level prescribed by the LAOOC.
- The hospital had to have a special service permit to operate an intensive care unit and be able to receive additional patients in the intensive care unit.
- Trained and qualified nursing personnel had to be available at a 1:2 ratio with the capability of upgrading to 1:1 based on patient acuity.
- An operating suite and post anesthetic room with appropriate staffing had to be immediately available during competition periods.
- Radiology, pharmacy, clinical laboratory services and a comprehensive in-house blood bank had to be available 24 hours per day during the period of the agreement.
- Eligible hospitals within a five-mile radius of a venue were considered for designation.
- The hospital had to be able to accept an additional patient load during the agreement period without having to inconvenience its normal patient population.
- Each hospital had to commit itself to the provision of a U.S. Federal Aviation Administration licensed helipad or the willingness to obtain necessary approvals for a temporary helipad during the Olympic period, as deemed necessary.

Other general characteristics which were evaluated consisted of available bilingual services, hospital amenities which could be made available to members of the Olympic Family, availability of conference rooms and access to food service or other areas for OHS volunteers.

14.04.3 Nature of the agreement for inclusion in the program

Each agreement stipulated that during the Olympic period (1 July to 15 August 1984) each hospital would provide all ordinary and usual hospital-based medical and ancillary services to athletes, Olympic officials and spectators at the specific venues serviced by it.

Each hospital agreed to meet all basic criteria for Olympic hospital designation as well as all supplemental conditions set forth by the LAOOC. All hospitals appointed an administrative liaison and agreed to provide temporary staff privileges to the chief medical officer for each sport.

Each hospital was required to furnish medical equipment and supplies for the venues it served. All medical equipment deemed necessary by the LAOOC was provided on a loan basis without charge for use at each venue during the Olympic period. Each hospital ensured that the equipment was working properly upon installation at each venue. At the conclusion of the Olympic period, the LAOOC made the equipment available for pick up in the same condition in which it was received. Each hospital had ten days to determine whether the LAOOC returned equipment in the same condition in which it was received.

Each hospital provided the LAOOC with the supplies necessary to utilize the equipment and treat individuals at the venues. The hospital was responsible for restocking consumed supplies and the LAOOC returned all unused supplies at the conclusion of the Games. Each hospital coordinated the delivery and pick up of all equipment and supplies.

The LAOOC assumed the responsibility for obtaining licensed personnel required for the proper use of the equipment and supplies. The LAOOC was also responsible for obtaining, at its own expense, medical insurance with a \$50,000 coverage limitation for each athlete and certain officials.

Each hospital provided worker's compensation insurance for its employees as required by law and provided medical malpractice and comprehensive general liability insurance with minimum limits of \$10,000 per occurrence.

Within ten days after execution of each agreement, each hospital paid the LAOOC a modest sum to help defray the costs of private ambulance service and other costs of emergency medical services relating to the Games.

Each hospital was designated as an "Official Hospital for the 1984 Olympic Games" and had the authority to use the designation in its advertising and promotional materials.

14.04.4 Results of the program during the Games

All venues were provided with necessary medical equipment and supplies in a timely manner through the contractual agreements between the official hospitals and the LAOOC. The program successfully covered all Olympic Family hospitalization costs through Olympic health insurance and the cost of medical transportation and other emergency medical service needs was covered through hospital contributions. The delivery and pick up of equipment and supplies was accomplished efficiently and the equipment provided was of high quality.

A minor problem was that hospitals that made late contractual agreements found it difficult to gather all the required equipment. Supply needs were sometimes heavier than had been anticipated.

The participation of the hospital community was a critical element in the Olympic health services program. In addition to the services provided, the official Olympic hospital contributed greatly as a positive force in enhancing the public image of the Games.

Less than two percent of the reported 11,715 encounters resulted in hospital referrals. The reported referrals in turn resulted in 140 hospital admissions. Fifty-seven patients were treated on an outpatient basis and released. Athletes accounted for 45 percent of hospital referrals, followed by 21 percent for coaches and officials, 12 percent for LAOOC staff and eight percent for spectators.

Minor orthopedic problems, such as broken bones, sprains or strained ligaments were the major causes of referrals accounting for 36 percent of hospital transport. Potential myocardial infarctions, chest pains, appendicitis and possible hepatitis were the other frequent diagnosis-generated referrals.

Seven NOCs had at least five individuals referred to hospitals. The Federal Republic of Germany generated the most referrals, followed by Egypt, Peru and the USA.

14.05 Venue programs: Chief medical officers

14.05.1 Concept and goals of the CMO program

Medical services for the Games were planned by the LAOOC to provide physician-managed medical care for athletes, officials, staff and spectators. Under the direction of the medical director, a cadre of chief medical officers was recruited, each of whom had responsibility for all medical activities at the venue to which he was assigned.

The chief medical officer (CMO) directed and was medically and legally responsible for a medical team of physician specialists, athletic trainers, emergency nurses and first aid/ Emergency Medical Technician-I (EMT-I) personnel, as well as the doping control personnel and operation at the venue. The CMO was on-site during training hours at the competition site.

The Olympic Health Services Department developed the concept of a centrally established standard of service delivery administered in a decentralized mode by a cadre of carefully trained physicians, administrators and professional support staff. The medical director felt it was extremely important to recruit CMOs who could represent U.S. medicine at the highest levels to all concerned.

At the onset, the LAOOC learned from the Montreal Games that there had been problems with volunteer health care personnel maintaining the appropriate level of service. The LAOOC decided, however, to choose volunteer CMOs and make them part of a peer group medical team similar to a hospital medical staff.

The concept of the CMO program was to place the burden of managing a team of volunteer health professionals on the CMO. The CMO was encouraged to select a staff he had personal involvement with, although some allegations of favoritism were raised. By virtue of this personalized process, a level of personal accountability was introduced which successfully took the place of the unusual employer-employee relationship. The staff's relationships were thus based somewhat on personal relationships which would endure after the Games. Consequently, there were very few problems with attrition of CMOs or their staff.

14.05.2 Staffing and training of the venue teams

Staffing of the venue teams involved recruiting three distinct types of volunteer health professionals. Each CMO directly supervised a doping control coordinator, a sports medicine coordinator and a spectator first aid coordinator. The concept behind the structure of the venue medical teams was to break down the responsibilities into small groups for effective communication. The number of staff at each venue was proportional to the number of participants and spectators.

The first in a series of recruitment priorities included the appointment of the CMOs and athletic training coordinators. It was through this process that the general volunteer recruitment process was greatly augmented. The criteria for key management was based on the following:

- Chief medical officer; local licensed physician with interest or background in the assigned venue or polyclinic whose preferred specialty was family practice, emergency, internal or orthopedic medicine. Was geographically close to the venue and willing to devote a 30-day period as well as attend monthly pre-Games meetings.
- Athletic training coordinators; local certified athletic trainer with strong management skills and previous event experience who was willing to attend monthly OHS and venue meetings and available during the 30-day Games period. Ability to recruit effectively and retain personnel was also important.

Doping control coordinator; local physicians were preferred who were technically skilled in laboratory procedures and protocol, had strong management skills and the ability to effectively recruit, train and retain personnel as well as the willingness to devote time for the duration of venue and attend several pre-Games monthly meetings.

For all positions, the key element was the degree of flexibility of each volunteer. As training and orientation progressed, attendance records were maintained and individuals unable to keep pace were asked to withdraw.

A careful selection process was developed for the remainder of the staff to maximize the enthusiasm and dedication of the individual volunteer, ensure his professional competence and minimize the numbers of personnel needed. Selection criteria included the following:

- Medical specialty with current California license or certificate
- Willingness to make a time commitment of at least five consecutive days or equivalent shifts
- Professional liability insurance
- Proximity of individual's home or place of employment to venue or village

Training of the venue medical teams was approached in two different ways. The OHS Department organized training by divisions of staff to enable all personnel within the same job classification to receive the same information. Training sessions were also organized by venue so the CMO could establish procedures specific to the site and develop camaraderie among all of the medical personnel. The horizontal and vertical types of training proved invaluable, as all personnel were thoroughly introduced to the specifics of their job and then applied their knowledge to the environment of their specific venues.

The OHS Department started the training period for CMOs in fall 1983. As the other personnel were progressively appointed and brought in for training, the department fostered a unique team approach which proved quite new in the field of sports medicine. In order to make the venue teams as effective as possible, the department sought to integrate medical professionals who were not accustomed to working together. In U.S. sports medicine, physicians and athletic trainers worked together, but did not often work with nurses, first aiders or hospital EMT-1s. The LAOOC was concerned about working relationships between the nurses and trainers, the trainers and the first aiders and the nurses and first aiders. As a result, OHS devoted a lot of energy developing rapport among all personnel and establishing protocol which enabled each group to work in accordance with its legal scope of practice.

The training periods were long and arduous and some medical personnel

withdrew from the teams. The department was extremely confident, however, that the people who survived were truly committed to providing the best medical service possible.

14.06 Venue programs: Spectator first aid and sports medicine program

14.06.1 Concept and design of the spectator medical program

The fundamental approach of the spectator medical program was to provide care for urgent problems, with the primary goal of the program—the return of the spectator to the spectator area or referral to a more appropriate facility.

Medical care provided to spectators was always directed by a physician. The level of care provided was physician-managed advanced life support which is the optimum level of care available other than at a hospital. All spectator aid stations met full outpatient facility standards.

The difference between the level of service provided at the Olympic Games and other spectator events was that the spectator care was managed by physicians and nurses who were able to diagnose medical problems rapidly and appropriately to determine the patient's needs. Historically, spectator events have been serviced by emergency medical technicians or paramedics who were only used for acute care cases and crisis level intervention.

At venues with a seating capacity or expected attendance of less than 10,000 spectators, an emergency care nurse and first aiders were under physician's "standing orders" to perform appropriate medical care, with the understanding that a physician from the sports medicine station was immediately available if needed.

Physician specialists, emergency care nurses and first aiders staffed stations at venues with a seating capacity or expected attendance of 10,000 or more spectators. In the event of a major emergency, the medical staff, under physician direction, rendered life saving care and arranged for transportation to the appropriate hospital.

The spectator aid stations were located in highly visible areas, clearly identified by name and the Red Cross symbol. There were also appropriate directional signs to the nearest spectator aid station within the venue.

At venues with large numbers of spectators and particularly where the event occurred in the open air, first aid personnel patrolled the spectator area to manage minor problems and direct

more seriously ill or injured spectators to the aid stations. This concept had not been universally used, but it proved advantageous in dealing with large groups of people. The walking teams were able to keep the crowds comfortable and calm by treating small first aid problems on the spot and recognizing more serious problems. General use of the walking teams prevented the first aid stations from becoming overcrowded.

The results of the program were extraordinary: out of a total of almost six million spectators, there were no deaths or full cardiac arrests during the 30-day period and only 200 to 250 people were transported to hospitals. There were approximately 3,800 physician-managed cases and 10,000 extended visits to the spectator aid stations. The spectator aid teams coped very effectively with various situations and were able to identify major problems quickly. The vast majority of spectators (50,000) were treated by first aiders and returned to their seats.

14.06.2 Integration of the American Red Cross with the venue medical teams

The American Red Cross played an important part in the provision of spectator first aid through its trained staff from its Southern California chapters. The personnel became part of the spectator aid teams reporting to the chief medical officer at each venue. The American Red Cross did not manage the spectator care program, but was designated as "Coordinator of Spectator First Aid Services" for the 1984 Olympic Games. The LAOOC's

concept was for spectator aid to be physician-managed, a service which the American Red Cross could not provide since its training extends only as far as advanced first aid.

The personnel selected from the American Red Cross were accustomed to managing spectator aid at large events. Their expertise in logistics, staffing, discipline and management of volunteer concepts necessary for successful first aid delivery to large crowds was invaluable to the chief medical officers.

An experienced American Red Cross first aid coordinator was chosen as the administrative manager at each spectator aid station, while clinical decisions were made by doctors and nurses. Each first aid coordinator was only responsible for the administrative aspects of the aid station.

The spectator aid program successfully integrated the experience of the American Red Cross staff with an advanced level of medical care. This unique multi-disciplinary approach was effective in both prevention of the escalation of problems and treatment of severe cases.

Spectator care summary General

- Responsible for spectators and staff.
- Focus was to provide emergency medical intervention so that spectators could return to watching the Games or be stabilized prior to transport to hospital.

- Level of care provided was physician-managed service including advanced cardiac life support.
- Each venue had at least one spectator aid station; larger venues had more than one.
- Walking teams of first aid personnel patrolled crowds, managed minor problems and assisted with more significant medical problems.

Staffing criteria

- Physician; one per site with 3,000 or more spectators and two per site with more than one aid station
- Emergency care nurse; one per station
- First aid coordinator; one per site
- First aid personnel; one team of two persons for up to 8,000 spectators, one additional team for each additional 8,000 spectators

Physical configuration

Minimum of 400 sq. ft. per spectator aid station including:

- Registration/waiting area
- Treatment area
- Observation area with four cots
- Air conditioned
- Toilet and hand-washing facilities
- Refrigerator
- Television
- Locking storage cabinet

14.06.3 Development of the sports medicine program for competitors, officials and the Olympic Family

Both emergency and non-emergency care for athletes was provided by physicians and athletic trainers with expertise in the field of sports medicine. The health care teams consisted of physician specialists,

certified athletic trainers, emergency care nurses and the chief medical officer (CMO) who supervised and coordinated all medical care provided to athletes.

The sports medicine stations at each venue were always located in the secured athlete compound. The stations provided medical care to competition staff and Olympic Family members who urgently required it. Each CMO, in conjunction with the medical director and director of athletic training, developed standards of medical service for the specific sports medicine stations depending upon the sport.

Each sports medicine station was equipped and supplied to enable the medical staff to render an array of medical services. Medical personnel diagnosed and treated illnesses and injuries, while athletic trainers provided taping, massaging and various muscle stimulant modalities. Training services were limited to athletes and team officials only.

In addition to health services at each of the venues, 24-hour medical coverage was provided for the IOC/NOC headquarters at the Biltmore Hotel (same location as the medical command center), Main Press Center and International Broadcast Center. These services were directed by a CMO with the assistance of emergency care nurses and first aid staff. Ambulance and hospital services were available when needed.



7

7 The American Red Cross provides a large number of personnel trained in advanced first aid to fill spectator first aid needs.

8 Fully-equipped first aid stations are available at all venues to assist members of the Olympic Family as well as the spectating public.

9 Urgent medical care is provided for competition staff and Olympic Family members at the sports medicine stations at each venue.



8



9

Health Services and IOC Medical Control

The sports medicine program also included medical care during the pre- and post-preparation of the athletes at various training sites throughout Southern California. The goal of the sports medicine program at the training sites was to provide injury prevention services and care for injuries that occurred with the objective of returning the athlete to competition as soon as possible. A basic level of medical service with certified athletic trainers was available at each of the 33 training sites beginning 14 July. Medical protocol was established with an on-call system for the chief medical officer who coordinated major medical emergency procedures. Each site was equipped and supplied with massage tables, first aid supplies and a full complement of athletic training supplies.

The training sites were located at various universities, junior colleges, high schools and the USC and UCLA Villages. Each site was almost exclusively dedicated to one particular sport and staffed according to the number of athletes anticipated for that site.

The basic daily activity routine for the sports medicine stations was as follows:

- Trainers arrive one and one-half to two hours before competition begins to set up ice and other supplies for field of play and or treatments
- Physicians and nurses arrive to discuss previous day's activity and special preparation for that day's activity
- Staff enter field of play to treat injuries, tape or transport as necessary
- Post game treatments
- Clean sports medicine stations
- Leave approximately one hour after competition

14.06.4 Operations during the Games period

The operations of spectator first aid during the Games period provided physician-managed advanced life support at 28 sites. The American Red Cross recruited, screened, trained and placed 361 first aid positions while the LAOOC recruited physicians and emergency nurses. A flying squad of first aiders was successful in providing backup and relief services for 14 of the 23 venues so that staffing level was at 100 percent at all times.

The only multi-casualty event was a small one at team handball where a railing on the bleachers collapsed. The first aid team and the chief medical officer handled the situation quickly and professionally. First aid teams were responsible for moving victims from the stands and broken railings. However, a concern that was not anticipated was the lack of experience in carrying patients from the stands.

The visibility of the medical staff was enormous. At venues and villages, the treatment given patients was observed not only by spectators but other emergency medical service agencies. For this reason, in addition to the obvious one of providing a high level of medical service, it was vital that the quality of care provided was correct, not only in the stations but in the field where the care was so highly observed. This reinforced the importance of the Red Cross screening workshops and skills reviews that were conducted by the first aid coordinators for their teams.

During the pre-Games period, the time involved in signing the American Red Cross contract prevented the staff from being hired earlier. Although the American Red Cross coordinator felt she should have been brought on one and one-half years prior to the Games, allowing each venue coordinator to be selected much earlier, the American Red Cross accomplished nearly everything it wanted to with volunteers, but not in as much depth as it would have liked. There was little time for interdisciplinary training and medical records management,

The operation of the sports medicine program during the time of the Games was very successful. Staff, equipment and supplies were abundant and provided for rapid, efficient transport of those with acute injuries and the treatment and triage of injured athletes, enabling them to return to competition as quickly as possible. The only problem that occurred was when venue management and commissioners were forced to identify a specific vehicle and driver to facilitate the transport of non-emergent athletes back to the villages. This part of the transportation link had not been planned for during the pre-Games period.



An unexpected success at some venues was the availability of mini-ambulances. These golf cart-type vehicles were costly but invaluable because they facilitated maneuverability at large outdoor venues such as the Coliseum, Rose Bowl and Santa Anita because they were not as dangerous as ambulances in crowded spectator areas.

The operations at the training sites proved less predictable. The training sites were operated on a 24-hour reservation system which was dependent upon individual coaches in each sport signing up for training times. Consequently, the training site usage was uneven and changes occurred frequently. Training site managers failed to keep the sports medicine staff informed of changes which meant some trainers showed up at the wrong times and others spent time at sites which were never used.

Complications also arose because some LAOOC supplies had not arrived in the warehouse by the specified delivery date. Supplies had to be

delivered during the entire month of operations and, in some cases, coordinators used supplies from the universities and clinics where they worked.

Despite the minor problems, athletes were cared for in a professional manner which was well received and appreciated. Some countries brought their own medical personnel whom LAOOC athletic trainers assisted.

Olympic Health Services recorded three kinds of encounters which required medical services: significant encounters which required treatment of a specific problem or follow-up care and generated a medical record; a second level of encounters, which included many physical therapy services, bandage wrapping, etc., and did not require a medical work-up or generate medical records but were noted onto a registration log; and a third type of encounter which included dispensing of bandages, aspirin, etc. and often was not recorded because of time constraints.

Approximately 11,715 medical records were generated between the polyclinics and venues and, including the registration log encounters, an estimated 24,258 medical visits were made.

The total number of medical encounters generated at venues is estimated at 15,672 or approximately five times greater than the reported number of medical records. Based upon a comparison of medical registration logs (which reported all patient contacts) with the actual number of medical records, the following assumptions were made:

- At outdoor venues, four patient contacts were made for every medical record generated.
- At indoor venues, 6.7 patient contacts were made for every medical record generated.
- For venues where a complete registration log was obtained, the actual number of contacts was reported.

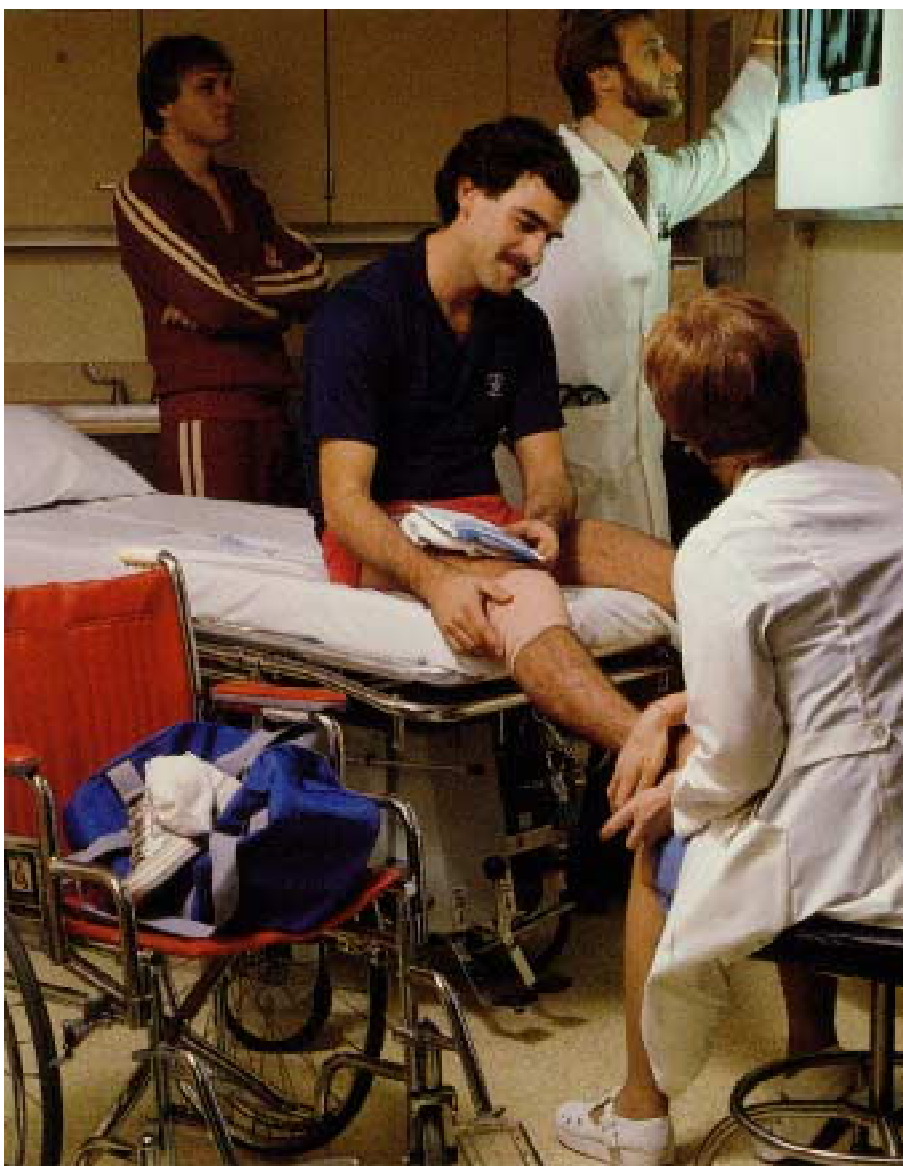
The highest number of reported encounters (413) was generated at Loyola Marymount University (weightlifting). The second highest reported activity (366) occurred at the Los Angeles Memorial Coliseum (athletics) followed by the Long Beach

Marina (yachting) with 299 encounters and Lake Casitas (rowing and canoeing) with 239. Santa Anita (equestrian) generated 233 encounters.

Venue patient mix was significantly different from the patient mix at the village polyclinics. While athletes generated 68 percent of health service encounters at the village, they were only the third highest utilizers of venue services, generating 26 percent of venue medical encounters. Highest utilizers of venue services were LAOOC staff (33 percent), followed by spectators (30 percent) and then athletes. Officials generated five percent of venue encounters.

Sports medicine summary
General

- Responsible for medical care for athletes, officials and competition staff including injury prevention and treatment and advanced life support medical capability
- Medical personnel required on or near field of play to provide rapid medical assistance
- Medical care provided for athletes before, during and after competition
- Limited training modalities (massage and taping) available at venues; more extensive modalities at villages



12

10 "Mini-ambulances" in the form of golf cart-type vehicles provide excellent maneuverability at the large outdoor venues.

11 A wide range of health services are available to athletes and team officials at no cost at the polyclinics.

12 Special needs for medical services are met by the mobile sports medicine stations shown here.

Health Services and IOC Medical Control

Health service activity by venue

Venue	Encounter forms	Encounters
Anaheim Con. Ctr. (wrestling)	78	445
Biltmore Hotel (IOC headquarters)	264	1,769
CSU Dominguez Hills (cycling)	38	255
CSU Fullerton (handball)	45	302
CSU Los Angeles (judo)	22	147
Coto de Caza (modern pentathlon)	85	340
Dodger Stadium (baseball)	2	340
East L.A. College (hockey)	110	625
El Dorado Park (archery)	7	180
Fairbanks Ranch (equestrian)	30	120
Forum (basketball)	99	633
International Broadcast Center	105	704
Lake Casitas (rowing and canoeing)	239	956
Long Beach Convention Ctr. (fencing)	679	627
Long Beach Marina (yachting)	299	543
Long Beach Arena (volleyball)	74	496
L.A. Coliseum (athletics)	366	1,464
L.A. Sports Arena (boxing)	155	1,038
Loyola Marymount Univ. (weightlifting)	413	825
Pepperdine University (water polo)	9	300
Prado Recreation Area (shooting)	45	180
Rose Bowl (football)	25	100
Santa Anita Park (equestrian)	233	932
UCLA (gymnastics)	90	603
UCLA (tennis)	1	379
USC (swimming)	112	915
Mission Viejo (cycling)	20	80
Stanford (football)	75	300
L.A. Conv. Ctr. (Main Press Center)	11	74
Total	3,731	15,672

Staffing criteria

- Physician; one per 300 athletes, two per 300-600 athletes, three per 600-900 athletes
- Emergency care nurse; one per station plus one additional with five or more medical doctors
- Athletic training coordinator; one per sport
- Athletic trainers: one per 75 athletes; two per 75-150 athletes, three per 150-225 athletes, four per 225-325 athletes, one per 200 athletes more than 325

Physical configuration

Minimum of 400 sq. ft. per sports medicine station including:

- Registration/waiting area
- Treatment area
- Physical therapy and taping area
- Hand washing and toilet facilities
- Refrigerator
- Television set
- Locking storage cabinet

14.07

Venue programs: Medical command center

14.07.1

Concept of the medical command center

The medical command center (MCC) was located at the IOC headquarters at the Biltmore Hotel. It was operational 24 hours a day from 14 July to 15 August 1984. The basic concept behind the organization of the MCC was to provide a central resource for the solution of problems which could not be solved at the venue or village level. The medical team at each site was

capable of dealing with all its problems, but the command center was necessary to direct the medical care for the LAOOC after the venues closed and for incidents that happened outside the venues.

The medical command center also existed to provide central management of medical information on a daily basis and to provide staff support to the IOC Medical Commission. The concept of locating the medical command center at the headquarters hotel of the IOC proved valuable.

The combined concept allowed the LAOOC to centralize the medical information released to the press. During the planning phase, no one had realized how much press attention would be focused on the medical issues or how visible the medical services would be.

The medical press officer proved invaluable in managing all aspects of available information and helping to reduce the sensationalism of the medical incidents that occurred.

One of the most important aspects of the medical command center was the capability to deploy resources in case of an emergency and to manage any kind of multi-casualty situation from a central location in conjunction with the LAOOC senior management.

14.07.2

MCC location and staffing

The medical command center in the Biltmore Hotel was allocated a connecting sleeping room and parlor to serve as the IOC Medical Commission headquarters and two additional sleeping rooms which served as a massage room and a treatment room. The IOC Medical Commission space was 1,100 square feet and the massage and treatment rooms were 400 square feet each.

The senior management of the MCC consisted of the medical director and the chief administrator. Both were allocated room at the hotel and were on call 24 hours per day.

The administrative staff consisted of four health service administrators, two of whom were on duty at any one time. The team split the 24-hour duty daily for the duration of operations. A small cadre of support staff worked an average of 18 hours per day.

The MCC was understaffed given that the operation ran on a 24-hour basis for 33 days. Administrators worked through mealtime quite often and, although shifts were assigned, everyone worked long hours. The responsibilities of the four administrative staffers would better have been divided among six people.

The medical director and chief administrator were on duty at all times and constantly needed to make decisions on all aspects of Olympic health care. It was extremely advantageous, therefore, to have the MCC located at the same hotel as the IOC headquarters.

14.07.3

Operations during the Games period

The medical command center was much busier than anticipated. The IOC Medical Commission had the responsibility of overseeing the doping control operation and making recommendations based on the positive test results. The doping control reports often were not delivered until 0100 or 0200, after which the Commission would discuss the day's activity. The medical command center staff, as a result, would remain on duty until the Commission adjourned each night.

The MCC staff was responsible for preparing daily reports regarding previous day's activity and sending them to the operations center. A typical day at the MCC included the following:

- 0700; shift change
- 0800; report to operations center
- 0800; IOC Medical Commission meeting
- 0900; venues operational, all four phone lines busy, transportation schedule for the IOC Medical Commission prepared
- 0900-2400; press activity all day
- 0900-2200; heavy telephone use from venues regarding equipment, supplies, forms and access control
- 2230; IOC Medical Commission evening meeting

Overall, there were a few unanticipated occurrences at the Medical Command Center during the Games period.

The heavy phone utilization, primarily by ambulance dispatch personnel, prompted the LAOOC to install two additional rotary lines to increase the capacity of the Command Center to four telephone lines and instruments on rotary.

The tremendous press interest in medical issues and pressure placed on the medical press staff prompted unauthorized release of some information without the prior senior management approval. The Medical Director later established policy that all press releases were to be approved by him.

Despite the crowded physical layout and the long hours for the staff, the Medical Command Center successfully managed the full range of medical care during the Games. Speculation on medical issues in the media were held to a minimum and the flow of information to management and the IOC was continuous, succinct and complete.

14.08

Village polyclinic programs

14.08.1

Concept of the polyclinics

The polyclinics, the center of all Olympic health services, were available at no cost to the Olympic team members, NOC delegations and Olympic officials. The polyclinic, meaning "many clinics," provided an array of medical services and initiated referrals to the designated Olympic hospitals.

The LAOOC entered into an agreement with American Medical International, Inc. (AMI), an international health service company which owns and operates hospitals throughout the world, to staff, equip, supply and manage the village polyclinics at USC, UCLA and UCSB. These multi-faceted health-care centers provided sports and family medicine, emergency/trauma care, physical therapy, dental and eye care and ancillary services of pharmacy, radiology and laboratory. Secondary services such as dermatology, podiatry, cardiology, gynecology, neurology and ophthalmology were available on a consultation basis with physician specialists.

Each polyclinic was managed by a chief medical officer (CMO) who was a physician working at each respective campus. The clinic administrators were AMI employees. The CMO ensured that the highest quality of health care was provided to all patients of the polyclinic and served as a liaison with the NOC physicians. The CMOs had ultimate jurisdiction over all village medical issues and the clinic administrators were responsible for the administrative issues at the polyclinics.

The sports and family medicine services at the polyclinics provided treatment to patients based upon the severity of the illness or injury and the proximity of the athlete's competition time. The types of services provided included the following:

- Diagnosis and treatment of routine medical problems
- Minor trauma requiring suturing and bandaging
- Diagnosis and treatment of uncomplicated musculoskeletal problems
- Treatment of complicated medical problems by a consulting physician and transport of the patient to the official hospital if necessary

The dental services at each polyclinic were provided 16 hours per day on an emergency basis only. Dentists were on call during the balance of each day. Any dental problem which hindered the performance of an athlete was treated or referred. No preventive or cosmetic dentistry was performed with the exception of dental hygiene as a follow up to emergency dental care. Services that were provided were:

- Fillings
- Replacement of caps
- Limited oral surgery
- Treatment of broken or injured teeth

More complicated procedures involving root canals, complex oral surgery and jaw reconstruction were referred out of the polyclinic.

Eye care was available on an emergency basis only. Optometrists were on duty 14 hours per day and ophthalmologists were on call. The eye care services included:

- Replacement of eye glasses and contact lenses
- Initial diagnosis and treatment of eye diseases and injuries

The physical therapy area within each polyclinic was staffed with licensed and certified physical therapists and equipped with massage and treatment tables, hydroculators, ultrasound, full and partial body hydrotherapy tanks, high frequency electrogalvanic stimulators, transcutaneous electrical nerve stimulators (TENS units) and low frequency faradic muscle stimulators. Services were available 18 hours per day to village residents with treatment orders generated from a polyclinic, venue or NOC team physician.

For the support and convenience of the athletes, each village had a massage therapy area. The massage therapist did not treat injuries but referred injuries to the polyclinics for evaluation and treatment.

Pharmacy services were available for dispensing medications 18 hours per day. Medications available at the pharmacy were identified in the pharmacy formulary which was prepared and distributed by each NOC

team physician. Prescribed drugs were dispensed by a licensed pharmacist at each polyclinic. A specific protocol existed for prescribing most medications to individual team members by the team physician. All controlled substances identified on the formulary had to be approved and countersigned by a polyclinic physician, as required by California law.

Radiology services were available on a 24-hour basis. Radiologic services were prescribed as required upon an athlete's clinic visit and consultation with a polyclinic physician. Services included only simple, plain film examinations.

Limited laboratory services consisting of a complete blood count (CBC), urinalysis, glucose and blood urea nitrogen (BUN) tests were available 24 hours per day. In addition, the polyclinics had the capability of collecting blood, urine and feces for other examinations. More complicated procedures were taken care of at the nearest official Olympic hospitals.

A uniform health records system was designed to provide rapid accumulation and manipulation of data for daily statistical reports on patient activity for distribution to the IOC Medical Commission during and after the Games. Olympic Family medical records were kept in confidentiality, as required by California law.

Each village also had a health services manager who provided a liaison service. The role of the manager was to advise, consult and collaborate with team physicians and/or chefs de mission of teams without physicians in answering questions and to serve as a link between the NOCs and the polyclinic. The manager supervised the massage/sauna program in each village and the emergency medical technicians who patrolled the village for patient incidents and accidents.

In addition, the managers assisted interested NOC team physicians with orientations, special hospital tours and seminars on the latest U.S. advances and technological achievements in medical care.

14.08.2 Development of the polyclinics: Contract elements

American Medical International, Inc. (AMI) entered into a supplier agreement with the LAOOC in October 1983 and was designated the "Provider of Urgent Health Care Services for the Athletes of the 1984 Olympic Games." The general provisions of the contract are described in the following paragraphs.

AMI was charged with providing, at its expense, day-to-day management services at the three urgent care facilities for athletes located on the campuses of USC, UCLA and UCSB. AMI provided the administrative staff for each polyclinic which included a medical director, an administrator and the necessary support staff such as receptionists, clerks and secretaries for the period 14 July through 15 August 1984. AMI was also committed to providing necessary nurses,

pharmacists, pharmacy technicians, laboratory and radiology technicians and other ancillary and support personnel. AMI agreed to provide a management team composed of professionals to plan all phases of the polyclinic program beginning in September 1983 and continuing through the Games. Their aggregate time committed was required to equal at least three full-time positions.

AMI provided, at its expense, the staff, supplies and equipment necessary for the following services available within each polyclinic as previously mentioned:

- Laboratory service
- Simple, plain film X-ray capabilities
- Dental service consistent with that found in a general practice dentist's office
- Out-patient pharmacy service
- Optometric services
- Physical therapy services
- On-line medical records system

The expenses of specialized treatment for Olympic Family members in each of the aforementioned areas were covered for the most part by the Transamerica Health Insurance Plan.

The LAOOC purchased from AMI all medical supplies and equipment, including pharmaceuticals, necessary to stock the sports medicine and spectator first aid stations at each venue. Such supplies and equipment were provided to the LAOOC at the price paid by AMI, without any mark-up. AMI also agreed to repurchase equipment and any supplies returned by the LAOOC.

All regulatory and licensing requirements applicable to the establishment and operation of the polyclinics were complied with by AMI, which obtained all required licenses at its own expense.

AMI agreed to provide, at its expense, architectural consulting services in connection with facilities planning and design for the polyclinics. The LAOOC retained ultimate authority in determining the location, space requirements, design and budget for each facility.

The LAOOC was responsible for determining staffing requirements for health professionals at each polyclinic and for securing volunteers to meet such requirements. AMI was responsible for scheduling of the health professionals, all of whom were subject to the LAOOC's personnel policies and procedures.

AMI agreed to provide workers' compensation insurance covering AMI employees and comprehensive general liability insurance with minimum limits of \$20,000,000 per occurrence or AMI's standard insurance policy limits, whichever was greater. AMI also designated the LAOOC as an additional insured under the general liability insurance policy.

AMI was also granted "Official Supplier" status and the rights to use the LAOOC logo to develop a form of employee identification and an official pin, the opportunity to rent a number of LAOOC-reserved hotel rooms and purchase a number of tickets.

14.08.3 Operations of the polyclinics during the Games

There were many positive aspects of the polyclinic operations. The creation of the excellent facilities, although temporary in nature, met the exacting standards of the state of California for permanent clinics and was a major achievement in accordance with AMI's international reputation. The provision of primary care, trauma, and sports medicine services in each of the three clinics was successfully accomplished. There were in excess of 8,500 visits to the three polyclinics and provision of care with continuity among the venues, the polyclinics and the official hospitals was accomplished in a smooth manner. In the few instances where "unofficial" hospitals were used, continuity was more difficult to accomplish because the hospitals were not as familiar with the LAOOC program and the LAOOC staff was unfamiliar with the hospital's key staff.

A positive image was maintained throughout the Games, including favorable print and electronic media coverage during the period of operation. A lack of issues requiring the intervention of the medical command center contributed to that success.

The appropriate numbers of volunteer staff were recruited and trained. Few people were able to commit to the entire 33 days, however, which meant orientation of new staff was an ongoing issue. The only staffing problem existed at USC where a significant number of physicians dropped out the week prior to and during the first week of operations. However, additional physicians were recruited and scheduled to maintain a complete staff.

A typical day of operation in the polyclinics included heavy use of the physical therapy and primary care/trauma areas in the mid morning, late afternoon and late evening. The patterns coincided with treatment prior to competition or training, after competition or training and in the evening when all competition was complete.

Dental services and eye care services were more heavily utilized than expected. It had been anticipated that athletes and officials from developing nations would primarily utilize these services, but they were used heavily by all non-North American countries. Laboratory services, particularly those of a more sophisticated reference nature, were also more heavily utilized than anticipated.

Utilization of the UCLA and UCSB polyclinics was less than expected. UCLA had a total of 2,952 visits compared to 5,010 at USC although the UCLA village was two-thirds the size of USC. Because the UCLA polyclinic was not in the heart of the village, but

Health Services and IOC Medical Control

rather, off to the side, LAOOC security and the Los Angeles Police Department considered the polyclinic outside the village and set up additional access control at the location. The polyclinic operated with impeded access which interfered with patient flow and consequently reduced utilization.

The UCSB polyclinic handled only 622 patient visits of which 258 were for physical therapy. The clinic was successfully operated from the standpoint of management and medical care, but from a cost effective perspective its operation was not justified. The cost of setting up and operating the clinic was disproportionate to the population served.

A reported 8,584 encounters were generated at the village polyclinics. All polyclinic encounters generated medical records. Approximately 68 percent of village encounters were generated by athletes, 17 percent by staff and 13 percent by officials.

Medical services were the highest utilized village polyclinic service, accounting for 50 percent of all visits. Physical therapy was utilized 35 percent of the time.

14.09 Summary

The Department of Olympic Health Services was charged with implementing and operating the medical services for the Games of the XXIIIrd Olympiad. The Olympic Health Services Department realized the highest quality of medical care at minimal expense by seeking maximum use of volunteers, acquiring corporate health services sponsors and negotiating favorable health services contracts.

The accomplishments of the department were many. The LAOOC established a fully accredited doping control laboratory at UCLA, only the second one of its kind in North America. Testing of the athletes went smoothly because of the excellent training of staff and a new procedure implemented to ensure the security of the samples. A total of 12 athletes were disqualified for drug violations.

The gender verification testing went according to plan. The Olympic Health Services Department was concerned about the last-minute rush of the female athletes to the polyclinics for testing just before the beginning of competition. Despite efforts to contact chefs de mission and coaches beforehand to arrange appointments, the polyclinics were still able to accommodate the 60 percent of the female athletes who were tested without prior appointments. The most significant accomplishment was that fewer than one percent of those tested required repeat collection because of poor collection technique.

One of the most innovative and cost effective programs of the Olympic Health Services Department was the official hospital program, designed to designate hospitals in close proximity to each of the villages and venues for advanced medical treatment for Olympic officials, athletes and staff. The hospitals also provided equipment, supplies, personnel and resources to each respective venue or village. The program proved extremely successful with the only problem being late contractual agreements with a few hospitals which made it difficult for them to gather all of the required equipment.

Despite the problems Montreal organizers had with volunteer medical personnel, the LAOOC decided to designate volunteer chief medical officers to direct and be medically responsible for a team of physician specialists, athletic trainers, emergency nurses and first aid/EMT-I personnel. All medical services at the

Games were physician-managed. The CMOs also had responsibility for the doping control operations at their respective venues and all venue-specific training for the medical team. The CMO program proved outstanding as the athletes, officials, staff and spectators were treated to some of the finest medical care and facilities in the history of the Games.

The LAOOC contracted with the American Red Cross to assist in providing spectator first aid. The OHS Department was able to provide an optimum level of care for all spectators with a comprehensive spectator medical plan consisting of an aid station at each venue and teams of first aiders patrolling the public areas. The concept of the roving first aid teams was eagerly accepted as many minor spectator problems were taken care of in a timely and convenient manner.

Care to athletes was provided by physicians and athletic trainers at the sports medicine stations at each venue. Located in the secured athletes compound, the stations also provided care to competition staff and Olympic Family members who required immediate medical care. Each specific station was developed with strict and specific standards depending upon the particular sport at that venue.

The sports medicine program also successfully rendered medical support at 33 training sites.

The Medical Command Center was established to coordinate medical care for problems arising outside the venues or after the venues had closed. The MCC, located at the IOC headquarters hotel, also provided central management of medical information and staff support for the IOC Medical

Commission. Locating the MCC at the same hotel as the IOC headquarters and the LAOOC executive management proved valuable from a logistical standpoint because of the frequent interaction among the three and the sensitivity of medical issues.

The village polyclinics were staffed, equipped, supplied and managed by American Medical International, Inc. The multi-faceted health care facilities were open at no cost to Olympic team members, NOC delegations, and Olympic officials. Although the three clinics were temporary facilities in existing campus structures, they met the standards of the state of California for permanent clinics which was a major achievement. All three clinics ran smoothly and without incident and utilization of the UCLA and UCSB polyclinics was less than expected. In the early stages, the clinic at USC had a shortage of physicians, but the situation was remedied and services were not affected.

Given the tremendous scope of medical coverage throughout the Games, the OHS Department was not without its problems, however. The department failed to plan for efficient transportation of the IOC Medical Commission and had problems with non-emergent patient transport to hospitals and villages. The delivery of medical training supplies was inconsistent and forced some last-minute shuffling before the sites opened.

After the Games there was not enough emphasis placed on tear down of the medical areas within the venues and consequently, some supplies were lost due to poor inventory controls.

After two years of planning and actual operations, the OHS Department left behind standards in health care which are unsurpassed in Olympic history. High standards were established in the areas of appropriate medical levels of care, staffing criteria, the uniform computerized medical records system and the innovative doping control collection procedure.

15

Housing of Olympic Athletes and Team Officials (Villages)

15.01

Concept of the villages

Participants in the Olympic Games of antiquity gathered in the "sacred precincts" of Elis roughly 35 miles from Olympia. There they prepared for competition and were entertained by cultural performers, thus achieving a balance between their physical and mental powers. Participants arrived at Elis at least 30 days prior to competition. Just before the Games began, the athletes and officials moved to Olympia where they pitched tents or built modest huts. These facilities served as the Olympic villages.

The first Olympic village of the modern era was introduced at the 1932 Games in Los Angeles. A modest village accommodating 1,400 male participants was constructed in the Baldwin Hills area of Los Angeles. The selected tract consisted of 250 acres of rolling terrain. Almost every country had its own kitchen and eating area and careful attention was paid to the dining tastes of each delegation. A hospital and an open air theater with seating for 2,000 were also located within the village. The roughly 100 female participants were housed in The Chapman Park Hotel in the Wilshire district of Los Angeles.

For the 1984 Olympic Games, participants were housed in villages located on the campuses of three of Southern California's best-known universities: the University of Southern California (USC) in central Los Angeles; the University of California, Los Angeles (UCLA) in West Los Angeles; and the University of California, Santa Barbara (UCSB), located 125 miles north of downtown Los Angeles in Santa Barbara.

The three Olympic villages provided an atmosphere where participants could find privacy off the field of competition and intermingle with other residents in a relaxed and friendly environment. They also provided participants with a home away from home and included services ranging from food, mail and bank services to health, entertainment and language services. LAOOC efforts focused on planning for the safety and comfort of the athletes as well as for adequate training and team administration facilities.

15.01.1

Need for three villages

One of the basic tenets of the Los Angeles bid for the Games was that existing facilities would be used wherever possible in order to reduce the massive construction costs usually associated with the staging of the Olympic Games. The use of the two campus facilities—UCLA and USC—as villages appeared in the original bid documents submitted by the city in 1978. The May 1978 "Responses to Questionnaires from international

Olympic Committee and International Sports Federations" stated that "athletes and support staff will be housed at the student residences at the University of Southern California and the University of California, Los Angeles." Both campuses were needed for use as villages, since neither had enough on-campus rooms to hold the expected 12,000 athletes and team officials. Both, however, had thousands of rooms for resident students and were hosts to numerous athletic events and conferences during the summer period.

Because of the use of Lake Casitas for the canoeing and rowing events, it was determined that the travel time between the UCLA and USC villages was too long and that a different solution for housing athletes competing in those sports had to be found. The University of California, Santa Barbara campus was much closer and provided a good site for athlete accommodations while competition took place at Lake Casitas.

15.01.2

Use of existing campus facilities

The USC Olympic Village was created on 49 acres of the campus of the University of Southern California. Almost 6,000 athletes and officials were housed in permanent residence hall and apartment-style student accommodations. Two 500-seat dining halls were used to feed athletes and the LAOOC constructed a new two-story dining facility with seating for an additional 900 persons. The UCLA village was created on a 65-acre site. Housing facilities included four residence halls and two residential suites for up to 4,400 athletes and officials. Dining rooms existed in each of the four halls with a combined capacity of more than 2,000. The UCSB village covered 20 acres and included three residential units. A total of 850 rowing and canoeing/kayaking participants were accommodated at UCSB. Food services were centralized in one dining hall that had a capacity of 550. In most cases, additional facilities for the athletes such as saunas, weight training, swimming and recreational areas were in existence as a regular component of the university environment.

Basic contractual agreements for the use of the campus facilities were signed in February 1981 for UCLA, June 1981 for USC and March 1982 for UCSB. These contracts set forth basic terms and conditions for use of the campuses including: 40-day exclusive use periods for USC and UCLA (a 35-day exclusive use period was agreed to for UCSB); identification of all residential,

recreational, sports and training facilities to be used by the LAOOC; general conditions for use of the property; provisions for payment and provisions for future amendments or changes to the contracts.

15.02

Design of the campuses for village use

The villages served three primary purposes: as homes for the participants, as training centers for the athletes and as administrative centers for the National Olympic Committees (NOCs). Although existing facilities provided a foundation for the establishment of the three villages, many temporary structures were added to fulfill additional functional requirements.

In previous Games, one Olympic village was constructed for all participants. Men and women were housed in separate buildings with an international zone or "mixed zone" just outside the village grounds where reporters and athletes could meet. For the 1984 Games, co-educational residences were approved by the IOC at its May 1982 meeting in Rome. Entire delegations were thus housed in the same building but on different floors or wings, facilitating team administration. For 1984, no international zone was planned. Instead, a village square at USC and UCSB and a village main street at UCLA were located inside the villages with restricted press and guest access. On Main Street, athletes were able to enjoy amenities such as a convenience store, coffee house, bank, post office, telephone center, cinema, disco and hair salon.

15.02.1

Determination of the physical alterations

At the USC Village, design criteria focused on provisions for athlete safety, housing and food, human services, athlete training and team services. This was accomplished by organizing the existing and necessary temporary facilities into activity clusters connected by the Look. There were six distinct housing areas, or pods, a transportation center, an administrative center and an area identified as "Village Square" that included most of the services and recreational facilities for the athletes and officials.

Most of the housing and office requirements at the village were satisfied through the use of existing facilities. Other facilities, such as staff and guest entries, outdoor rest areas, additional kitchen and dining facilities, a wrestling training site and a transportation center, were constructed.

The village layout allowed for movement without congestion and was designed for pedestrian use. The only vehicles allowed in the village were athlete shuttle buses, maintenance vehicles and the administration's electric carts.

The housing pods were located on the perimeter of the village. Each pod consisted of one or more existing residence halls and had one pedestrian entry point, denoted by a special tent that housed a guard station and magnetometer. A survey of room and suite size and allowable densities showed that the contracted rooms could hold 8,549 occupants. During the Games, the village accommodated roughly 6,000 athletes and officials. All cooking facilities were disconnected to allow the suites' living rooms to be used for sleeping quarters, thus providing a higher occupancy level.

The food service staff prepared precooked meals in a central location and served them buffet style in the four dining areas. Peak usage was planned for 6,800 meals in a three-hour period. To accommodate this, the nearby Shrine Auditorium was transformed into a food preparation and distribution center. Two existing USC dining facilities were located in housing pods. Additional tables and chairs were added where allowable to increase seating capacity. Storage containers were placed outside the kitchens to hold food and service products. A new dining facility, adjacent to Webb Hall, was equipped for Olympic use in a similar fashion as the other dining halls. Built by the LAOOC, it was a separate two-story building servicing two other housing pods. Athletes were allowed to dine in any location they chose.

Athletic services were available in existing and temporary facilities. The Physical Education Building contained gymnastic training and swimming facilities. Cromwell Field was a training and competition warm-up site for athletics. The basement of Heritage Hall had an expanded weight room and modified hydrotherapy area. The wrestling training area was built on three tennis courts. A plywood deck was covered by canvas stretched over scaffolding, forming nine wrestling mat areas.

NOC administrative services were provided in the lobby of Annenberg Hall. Its upper stories, the second level of Taper and the bungalow area of the village—adjacent 32nd Street School housed individual NOC offices and meeting rooms. Generally, with the addition of movable partitions, telephones and EMS terminals, the rooms worked well as team office space.

Transportation services were provided for all athletes and team officials to and from all venues, training sites, villages and the airport. Included in the program were NOC fleet vehicles that parked in village perimeter and other remote lots. A portion of the 32nd Street



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3

1 An aerial view of the athlete village at the University of California, Los Angeles.

2 The Village Square at USC

3 The athlete village at the University of Southern California

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4 An aerial view of the University of California, Santa Barbara, site of the third village.

5 The track at UCLA's Drake Stadium with the village in the background.



School playground housed the transportation information and waiting plaza and the adjacent Shrine Auditorium parking lot contained 36 bus loading areas. A large reader board indicated which buses and loading stations to use. The entire operation was guided from a 42-foot high scaffold transportation tower. Athletes going to the Sports Arena and Coliseum used a special shuttle system located just southwest of the village boundary. Press arrived from the Main Press Center via another shuttle system.

UCLA's residential facilities are segregated from the rest of the university in the northwest section of the campus. Therefore, it was relatively simple to build a fence around this sector and isolate the Olympic village from the rest of the campus. It was also easy to enclose the athletic facilities of Drake Stadium, the intramural field and the new Wooden Center to include them in the village. What the village lacked were buildings to house NOC offices and common areas such as a disco, coffee house and a main street. Also, a parking lot for use as a bus depot and a ceremonial entry had to be identified.

A suitable entry was found by extending the village to include the James West Center which is situated in a prominent position at the end of Westwood Boulevard. The lack of NOC office space was solved by bringing in temporary office trailers for two countries and locating the other offices in extra space in the residence halls. Locating a place for the common areas or Main Street was solved by using the concourse at the top of Drake Stadium which had a 40-foot wide concrete walk suitable for a pedestrian street. Scaffolding was installed over Drake's seating area to form a platform and tents were erected for temporary use. The Main Street location was highly visible and served as the visual and social focal point of the village.

The only place where a large bus depot could be created was on the intramural field where a 25-stop depot was placed. As part of the complex, a 35-foot-high transportation tower was built with scaffolding. At the pedestrian waiting area, scaffolding again was used for decorative purposes.

Gymnastics warm-up was planned for the Wooden Center which was located within the village. Competition was held in Pauley Pavilion directly to the south and outside the village. To get from one building to the other, athletes used a scaffold bridge which was built to allow gymnasts to cross over the pedestrian thoroughfare without being distracted or disturbed. The bridge was covered with white fabric to shield

the athletes from view and was decorated with Olympic rings and colorful panels. To pedestrians entering the village and passing under the gymnasts' bridge, it was seen as a ceremonial archway.

The existing housing and food facilities met all requirements. Housing pods included four high rise buildings and two-story apartment complexes. One of the high rise buildings also included office spaces for the majority of NOCs housed at UCLA. Accommodations within the high rise buildings consisted of rooms housing two or three athletes with bathrooms located on either end of each floor. The two-story apartments were designed to hold as many as eight athletes with a separate toilet facility for each apartment. Each apartment was also equipped with a living room.

The 20-acre Olympic village at Santa Barbara housed approximately 850 team officials and rowing and canoeing/kayaking athletes. The rowing and canoeing venue, Lake Casitas, was located 30 miles from the village. UCSB provided services and entertainment equivalent to the villages in Los Angeles although it was frequently referred to as satellite housing. Residents began arriving 14 July 1984 and occupancy peaked on 5 August. When rowing competition ended, two residence halls, Santa Rosa and Anacapa, were returned to the university the morning of 6 August and all rowing participants were required to move out. Prior to the village opening, internal fences were installed that allowed the village perimeter to shrink. An eight-foot-high double chain link fence, between eight and twenty feet apart, was installed around the village.

The village was located in the southeastern corner of the UCSB campus and bounded by UCEN Road on the north, the Pacific Ocean on the east, a lagoon on the south and by Channel Islands Road on the west. Six buildings were utilized. They included three two-story residence halls: De La Guerra Dining Commons; University House, which was used for LAOOC administration and VIP hosting; and Centennial House, which was used as an ecumenical center. In addition to the permanent structures, tents were used for the main entry, staff entry, Main Street, cinema, disco/coffeehouse, sauna/massage/weightroom, staff dining, press interview area, NOC service center and supplemental space for the polyclinic functions in one of the residence halls. Trailers were used for NOC offices, equipment storage, press sub-center and to supplement the administrative offices.

The village had three main entrances: the bus entry, the pedestrian entry and the staff/service entry. There was also a controlled gate located at the south end of Lagoon Road for university employees who required access to the

marine biology laboratory. Those employees were shuttled by an LAOOC-provided bus through the village to the lab via Lagoon Road. The bus entry was considered the "theme" entry because it accommodated the athlete buses during their departure and arrival. A security tent was located at this gate to limit access to athlete buses. A parking lot outside the village was used for bus staging, transportation operations and parking for guests and Olympic Family. The pedestrian gate was used by athletes when traveling by foot as well as athlete guests and press, although athlete circulation was separated from both guests and press. The third main gate, the staff and service entry, was located in the southwest corner of the village. In the southern portion of the village a parking lot was used to store trash containers and house the staff dining area and restrooms.

15.02.2 Liaison with the campuses in the pre-Games period

In June 1981, basic agreements with USC and UCLA had been signed and the LAOOC hired one staff member to begin conceptual planning for village operations. By January 1982, a number of scenarios had been drafted that detailed the various functional areas of the villages; a second staff member was then added to plan village operations. The planning scenarios gave a general description of the activities for each area of village operations and examined anticipated policies, operational procedures, staffing levels and service levels needed. Additional needs at the campuses were also identified including extra facilities, parking lots, ticketing areas and equipment. The LAOOC then began detailed negotiations with the campuses in September 1982 for additional facilities and approval for construction and alterations to existing structures. The final amended agreements were not concluded until June 1984.

During December 1982, administrative teams within the Villages Department were established for each village. Teams consisted of one administrator and two staff members, all under the supervision of a vice president for villages. The Villages Department structure remained the same through September 1983, when a number of formal staff positions and responsibilities were established. The structure at each village included: an administrator with overall operational responsibility, directors of programs, operations and administration and personnel managers to recruit and train the large numbers of Games staff.



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Negotiations with the campuses were coordinated by the Villages Department vice president and the village administrators. Each campus appointed a liaison to the LAOOC who reported directly to a senior-level university vice chancellor or vice president. Discussions were frequent by late 1983 through May 1984 and included: use of university personnel for housekeeping, health services, food services, maintenance and security; use of additional university facilities and approval of the installations of additional facilities for offices, Main Street, ceremonies and dining. Other village personnel interacted with the university housekeeping and maintenance management staff in tailoring their operations to meet LAOOC needs.

By April 1984, the village staff ranged from 50 who were finalizing the planning for USC to 20 who were working on the UCSB Village. By June, the village staff members were moved from the LAOOC administration headquarters to offices at their respective sites. Final village staff totals were 5,850 at USC, 4,000 at UCLA and 2,500 at UCSB. The totals included contracted staff for housekeeping, maintenance, security, transportation and food service.

15.03 Village administration and operations

From September 1983 until May 1984 the Olympic villages at USC, UCLA and UCSB were under the direction of an LAOOC group vice president, who was assisted by village administrators in charge of detailed planning. In May 1984, the Village Department was split into three separate operations following the appointment of mayors for each village. During the Games, the

6 UCLA Village Mayor Jim Easton takes Los Angeles Mayor Tom Bradley on a walking tour of the campus.

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mayors at USC and UCLA reported directly to the LAOOC executive vice president/general manager; and the mayor at UCSB reported to the LAOOC vice president for northern operations. During village operations from 14 July through 15 August, the mayors were most actively involved in protocol, ceremonies, government relations and NOC relations with the village administrators responsible for all other operations under the mayors' general direction.

15.03.1 Administrative organization

Though each village had its own particular administrative organization, the overall concept was similar. The mayors were responsible for overall operations of each village. Village administrators served as acting mayor in the mayor's absence. Village directors reported to the village administrator or managing director and were assigned the following functional duties:

- Director of administration; access control, finance, personnel and technology
- Director of operations; custodial services, facilities maintenance, housekeeping, groundskeeping, health services and food services
- Director of programs; Main Street, sports services (training), entertainment and recreational facilities

Assorted managers were responsible for the various other village functions including: NOC relations, NOC services, security, personnel, protocol, construction and media. Assignments were based on the abilities of individuals to fill the tasks and each director selected specific managers who functioned in their absence. This redundancy proved to be an important factor in guaranteeing a sustained high level of performance from all management staff throughout the 33-day operation of the villages.

15.03.2 Mayor's office

The mayor's offices were located in a central area at each village. Working with the mayor were one or two executive assistants, three deputy mayors for USC and UCLA, a director of protocol, a welcoming ceremonies coordinator and a government liaison. Also assisting the mayor's office were hosts and hostesses, guest escorts and assistant protocol personnel. This staff, which formed the mayor's operations team, was responsible for:

- Planning and coordinating a media preview of each village and a ceremonial opening of each village
- Planning and coordinating the team welcoming ceremonies for the delegations housed at each village
- Conducting VIP village tours for IOC members and their guests, royal families, heads of state, bid city delegations, high-level government officials, corporate sponsors, team officials and LAOOC officials from other venues

- Development of the mayor's gift program and setting policies and procedures for the distribution of gifts to different categories of guests. All mayors agreed to follow established guidelines in this distribution so that all guests in each category would receive the same items.
- Management of the hosts/hostesses assigned to the mayor's office
- Issuance of passes to special guests visiting the village

Neither the mayor nor his management staff predicted the heavy work load encountered during village operations. Scheduled operating hours were from 0800 to 2000, but more often there were staff in the office from 0700 to 2300. Questions centered around the changing of accreditation, the issuance of additional passes to guests of delegates, the protocol of welcoming ceremonies, the internal transportation system, the protocol of gift giving and the hosting of social events.

The gift program was designed so that there would be uniformity of distribution for the three villages. After discussion among the mayors and protocol directors, the gift-giving program was finalized and the gifts available for distribution were limited to a village-specific pin, a flag-sized village banner (five-foot by eight-foot), village souvenir banners (24-inch by

36-inch) and village posters (22-inch by 34-inch). The mayors also presented to each chef de mission a replica of a sheriff's badge that was imprinted with "Chef de Mission, Games of the XXIIIrd Olympiad" and presented to assistant chefs a badge which read "Games of the XXIIIrd Olympiad."

Village pins for the athletes were presented to the chef de mission or a designee at the reception following each welcoming ceremony. The mayor of the village presented the souvenir banner to the chef de mission during the welcoming ceremony. Gifts were presented to VIPs, heads of state, LAOOC officials and university officials when they visited the mayor's office.

A host or hostess was assigned the task of maintaining a distribution log of each gift item, who received it, the date it was delivered and by whom.

The village mayors recommend that future organizers utilize staff who, as a unit, possess the following skills:

- Ability to make decisions in a high pressure environment
- Knowledge of at least one major foreign language
- Familiarity with media operations and public relations
- Understanding of the Olympic Family structure, its hierarchy and operations
- Experience in international relations diplomacy
- Experience in planning special events (receptions and dinners)
- Flexibility within a broad interpretation of pre-established rules



7 A welcoming ceremony at the USC Village

15.03.3 NOC relations

Before being incorporated into Olympic village operations, the NOC Relations Department functioned as the LAOOC contact for all National Olympic Committees. This included communications by letter, telex, telephone, in person with attaches, in person during delegation visits, and by publication of "Communique" a bi-weekly newsletter sent to all NOCs that included information on a wide variety of logistical and technical questions, LAOOC policies and procedures and detailed orientations to villages and venues.

Prior to the Games, the NOC Relations Department maintained all data on financial matters, athlete registration, projected number of officials, Los Angeles arrival dates and automobiles assigned per NOC. NOC Relations also coordinated mailings to NOCs, collected and shipped various publications and responded to requests for information. NOC Relations personnel were also key members of the training force for Olympic envoys and aides. After transferring to the villages, NOC relations personnel assisted with accreditation, sports training, transportation, medical problems, financial questions and travel concerns.

During early 1984, the recruitment, selection, appointment and training of Olympic envoys was undertaken by the NOC Relations Department. Once chosen, envoys assisted in the recruitment and selection of aides. Envoys were employees of the LAOOC and functioned as the Organizing Committee's official representative to a designated NOC or to a cluster of smaller NOCs. Each envoy was responsible for the relationship between the LAOOC and his NOC and was the primary contact person for the Olympic attache named by the NOC.

Each envoy was fluent in the primary language of his NOC and understood the customs and traditions of that country. Envoys were appointed as early as 1982, but most were selected six months prior to the Games. Functioning initially on a part-time basis, most took a leave of absence from existing employment beginning 1 July 1984, until the conclusion of the Games. The responsibilities of the envoys included the following:

- Ensuring that the attache and the team were furnished with all available information, including travel arrangements, village assignment, hotel accommodations and administrative and financial matters
- Familiarization with the organization of the LAOOC, its operating policies, systems and procedures, the location of all venues, training sites and procedures for using them
- Assisting NOCs to meet all their commitments with respect to Games participation

- Attendance at briefing sessions at the LAOOC and involvement with visiting delegations from his NOC
- Assisting in the accreditation procedures for the NOCs' representatives, competitors, officials, guests of honor and journalists
- Leading the NOC service team which consisted of NOC aides and drivers during the Games operating period
- Providing any other assistance the NOC required. The envoy was an essential contact between the village mayor and the NOC

Envoys were selected by the LAOOC based on their commitment to the Games, their understanding and support of the LAOOC and its goals and their understanding of the country to which they were assigned. Envoys as a group demonstrated an interest in world affairs, could exercise keen, mature judgment in potentially sensitive situations and could maintain a diplomatic and calm demeanor during times of stress. One envoy was chosen to represent each of the larger NOCs (delegations larger than 100 persons) and up to four smaller NOCs shared an envoy. It was expected that envoys, aides and drivers would function as a management team working with each chef de mission and assistant chef. Each envoy was responsible for his NOC and during village operations reported to the mayor of his respective village. The envoys greatly facilitated operations during the Games and their use is strongly recommended.

15.04 Village in-processing and registration

The Olympic Arrival Center (OAC) formally opened 14 July 1984. Located at the Los Angeles International Airport, more than 10,000 village residents cleared U.S. Customs and received their accreditation there.

15.04.7 Pre-arrival communications

During the village planning phase, as much information as possible was gathered regarding expected team sizes, their make up-expected number of men and women and the sports that NOC expected to enter and arrival/departure dates. The gathering of this information began in August 1982 when a questionnaire was sent to all NOCs. This was followed by a second questionnaire given to all NOCs visiting Los Angeles in January 1983 for the meeting of the IOC Executive Board with the NOCs. Questions ranged from the type of banking services most preferred by the NOCs to storage

needs. The answers elicited from the countries were of great help in the village planning process.

Communications with the NOCs during in-processing was conducted by the Sports, NOC Relations and Accreditation Departments. Villages Department communications with the NOCs focused mostly on financial/accommodations information as well as on various entry and financial deadlines. This information was sent to the NOCs in "Communique", an LAOOC publication distributed every two weeks from 1 March 1983 through 15 May 1984.

More than 90 percent of the NOCs expressed a village preference and some even expressed an interest in particular residence halls within a village. In accordance with a village pricing policy agreed to between the IOC and LAOOC in January 1983, NOCs were required to advise the LAOOC of their maximum delegation size and pay a village deposit of \$35 per person by 1 March 1984 for teams larger than 50 persons. In return, the LAOOC was required to notify each NOC of its village assignment by 1 April 1984. After 1 June 1984, final assignments to specific villages and room blocks were made. The NOCs were then notified of the assignments by 15 June 1984. A chart of the allocated rooms was sent to the NOCs which allowed the teams to make specific room assignments.

15.04.2 Arrival of cargo and freight in advance of the teams

The Material Logistics Department was charged with responsibility for the management and coordination of inbound Olympic cargo. Cargo delivered to the villages included:

- USC Village and swim stadium; 2,568 pieces weighing 310,941 pounds
- UCLA Village, gymnastics and tennis; 973 pieces weighing 42,642 pounds
- UCSB Village, canoeing and rowing; 69 pieces weighing 18,320 pounds

15.04.3 In-processing at LAX: The Olympic Arrival Center

A majority of the Olympic Family members processed through the Olympic Arrival Center were holders of "F" Olympic identity cards. Teams usually were led by their chef de mission who received a "C" Olympic identity card. On occasion, the chef preceded his delegation's arrival at the OAC and verified and paid for all the members of his delegation. This facilitated the in-processing of team members once they arrived since payment was completed and accreditation credentials were accurate. Prior to accreditation, NOCs were required to pay a \$700 deposit for each team member staying in the village. This was based on a 20-day stay at \$35 per day. Funds for unused days were refunded to the NOC after departure.

15.04.4 Village arrival and move in of the teams

Many members of teams did not arrive with their delegation. Three basic arrival patterns at the villages occurred:

- The chef de mission arrived at the village before the team, conducted a room inventory, signed for all the keys and advised village staff of the team arrival schedule.
- Team members arrived in one group with their chef de mission.
- Team members arrived before or without their chef de mission.

Teams who arrived before or without chefs were the most difficult delegations to handle since often there was no advance arrival information and no team leader responsible for the athletes.

The Villages Department utilized three separate notification systems to stay informed about team arrivals at the OAC which included: telephone notification from finance personnel at the reception desk, corrected team lists sent by telecopier to the village housing office after teams checked in at the OAC, and telephone notification from the envoys/aides once the teams departed from the airport. The NOC Relations Department kept each village informed of all delegation size changes which occurred prior to each team's arrival, but frequently the teams arrived at the airport with more athletes and officials than anticipated. This caused a number of last minute changes in room assignments. It is vital to establish a reliable communications procedure between the team accreditation area and the village to insure that upon village arrival the teams have sufficient space allocated to them. Failure to properly update the village housing office of the actual accredited team sizes and expected arrival time can lead to a chaotic reception at the village.

In some cases, NOCs requested additional space in order to house their athletes by sport. Whenever possible, adjustments were made to space allocations in order to accommodate reasonable requests. Very few teams had a constant number of athletes staying in the Los Angeles villages since housing was also provided for athletes competing at Lake Casitas and Coto de Caza. Many NOCs also provided private housing for some of their athletes outside the villages. Space allocations enabled these athletes to return to the village if they wanted.

The male/female breakdown of an NOC was critical to determining the proper allocation of space. Men and women were not housed together in the same

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apartments, but did share a central hallway or entry. In the residence halls, men and women were separated by floor or wing. They never shared bathroom facilities. At two of the villages there was some apartment style housing; therefore, when a team arrived with only one person of a sex, a complete apartment had to be assigned to that person and as many as five spaces were lost.

Once delegations arrived at the OAC, the village housing office was notified of the delegation size. If the delegation size differed from earlier projections, the housing manager rearranged the delegation's room configuration to fit the actual delegation size. The housing clerks adjusted the number of pre-packaged keys to match the new room totals. Each morning, the housing office sent a schedule of arrivals to the village protocol office so that village management could prepare to informally greet the delegations. The reception team walked the delegation to their assigned housing pod entrance where the athletes picked up their luggage. NOC aides were responsible for familiarizing themselves with their delegation's housing and NOC office area. If there was no aide assigned to the delegation, the NOC services group assigned a host/hostess. Before entering the housing pod, the key packages and inventory sheets were given to the chef who was required to sign for the keys. The NOC aide assisted the chef in taking inventory of the delegation's assigned rooms and then turned in the inventory sheet to the NOC service center. The rooms were re-checked against the inventory sheets immediately before departure.

While the athletes completed their accreditation procedures at the OAC, their luggage was loaded onto the bus that took them to their village. Buses accommodated 26 athletes and their luggage. Before luggage was loaded onto the bus, it was security screened and checked for identification. If there was no identification on the luggage, an ID tag was issued by an attending host/hostess once the proper owner was identified.

The bus carrying the athletes and their luggage arrived at one of the village bus entry gates and then proceeded to a central disembarking point where the athletes usually unloaded their own luggage. The athletes, with the help of baggage handlers, loaded their luggage onto waiting trucks that delivered the luggage outside the housing pod where the athletes claimed their bags on their way in. If there were any unclaimed items, the driver loaded them back on the truck and took them to a secured storage area.

15.04.5 Welcoming ceremonies

Between 14 July and 5 August 1984, the mayors hosted welcoming ceremonies for the 140 countries residing in the villages. The stated purpose of the team welcoming ceremonies was to provide official recognition by the LAOOC of the arrival and residency of an NOC in the Olympic village. Equally important was that the welcoming ceremonies provided a special occasion for the promotion and encouragement of international friendship and goodwill through the personal contact that was made between the mayor or his representative and the individual delegations.

In preparation for the welcoming ceremonies, information about the 140 countries was compiled, including the name of the envoy, attache, chef de mission, president and secretary-general of the NOC. Also, the number of athletes and the language of each country were noted in order to determine which countries' ceremonies could be grouped by a similar size, language and culture.

Each envoy was contacted and notified regarding the time and date for his delegation's welcoming ceremony. The ceremonies were held during the first three weeks of village operations. A tentative date for each ceremony was often selected during initial discussions with the envoy or chef and then confirmed upon arrival through the mayor's office. The procedures were reviewed, the flag and anthem were checked and guest lists for the country were discussed. The chef could select an athlete to carry and raise the flag. Each country was requested to submit its guest list in writing at least 24 hours before its ceremony so parking and entry passes could be secured. The number of guests was originally limited to approximately 10 per ceremony, but this proved unworkable. Some countries with large local populations requested passes for 40 or more guests. These requests were accommodated, but they complicated the entry procedures and the post-welcoming ceremony receptions. Guests were requested to arrive 20 minutes before the ceremony in order to allow enough time for gaining access into the village and to allow for picture taking at the ceremony site. The LAOOC's specially commissioned Olympic music was played during this period.

Envoys brought the chef de mission and the athlete flag bearer to the mayor's office 15 minutes prior to the ceremony. Interpreters joined the meeting in the event clarification was needed. The script was reviewed and the flag bearer and an assisting mayor's hostess were shown how to carry and raise the flag. It was critical that the chef verify that the correct anthem and flag were used.

Once the ceremony began, the background music was turned off, guests took their seats and athletes were escorted into the ceremonies area. Olympic fanfare music was played as the mayor, chef, envoy, flag bearer and hostess marched in single file up to the podium. If more than one country was welcomed, the mayor entered first with the interpreters on his right. The chefs followed and walked side by side, then the envoys, followed by the flag bearers and hostesses. In multiple country ceremonies, the countries were welcomed in the order they were recognized by the IOC.

Since there were only three flag poles, a maximum of three countries could be welcomed at one time. During the ceremony, the entire script, with the exception of the introductory and concluding paragraphs, was read and interpreted for each country separately. In this way, even if three countries had their ceremony at the same time, each still felt special.

The mayor usually welcomed each country with the following words:

"As mayor of the (name of village) I am pleased to extend a very warm welcome to all of you-athletes, chefs de missions, team officials, team staff and special guests of your National Olympic Committee(s).

"We hope we have created an interesting and exciting Olympic village, a place where the Olympic spirit can thrive.

"There are (number of countries) represented with (number of athletes and officials) residing at the (name of village). In the spirit and tradition of the Olympics we know that friendships among the village neighbors will extend beyond the stay here and will transcend the differences in geography, politics and language."

The mayor then introduced the envoy who in turn introduced the chef. The mayor then invited the country to raise its flag as its anthem was played. The village banner was presented to the chef and the athletes and other delegation members were invited to the podium for an official photograph. Each country was given six eight-inch by ten-inch photos of its assembled delegation and a copy of the negative as a gift.

After each ceremony there was a reception for the NOC officials and guests in the mayor's reception area. At USC and UCLA, athletes were only included in the reception when their numbers were small enough to fit into the room. At UCSB, the entire team and their guests were always included at the reception since the numbers were smaller than in Los Angeles. The mayor, or one of the deputy mayors, toasted each country and presented the chef with village pins for each athlete and official. In some cases, the village pins were personally attached to team uniforms by the hosts and hostesses.

Several days after the ceremony, the chef or envoy was advised of the time and place to pick up the gift photographs. Arrangements were made in case the delegations wanted to order more prints before they left Los Angeles. Most countries were particularly pleased and appreciative of this gift and service.

The welcoming ceremonies were held in a special ceremony area near each mayor's office. The entire procedure from the time the envoys and chefs met at the mayor's office until the end of the reception took approximately one hour depending on the size and number of countries involved.

The welcoming ceremonies were successful and were performed smoothly and graciously. One hundred forty countries were officially recognized and welcomed to the villages. Since there were many countries participating for the first time and many others which were not favored to win a medal, the welcoming ceremony provided an opportunity for the delegations to see their flag individually raised and hear their anthems played. This was a very special experience for most of the participants and many of the teams wore clothing unique to their country and sang their country's anthem.

Nearly all NOCs wanted to have more guests than they had NOC guest passes. Although all requests were accommodated, the main entry access control system was strained. Limiting the number of guests or prohibiting them was not a viable solution and future organizers should allow village access to all guests requested by each NOC as well as accommodate unexpected arrivals, if possible.

**15.05
Village occupancy patterns:
Move in and move out**

**15.05.1
Move in pattern of the teams**

A total of 79 NOCs were housed at the USC Village, 60 NOCs were housed at UCLA and 34 NOCs were housed at UCSB. The countries at each village:

USC Olympic village

Country	Country
Andorra	Malta
Australia	Mauritius
Bahamas	Mexico
Bangladesh	Nepal
Barbados	Netherlands Antilles
Belize	Niger
Bermuda	Nigeria
Botswana	Norway
British Virgin Islands	Pakistan
Burma	Panama
Cameroon	Papua New Guinea
Canada	Paraguay
Cayman Islands	Peru
Central Africa	Qatar
Chinese Taipei	Romania
Congo	Saudi Arabia
Denmark	Senegal
Dominican Republic	Seychelles
Ecuador	Sierra Leone
Egypt	Singapore
El Salvador	Solomon Islands
Federal Republic of Germany	Somalia
Fiji Islands	Spain
Finland	Sri Lanka
France	Sudan
France	Surinam
Gambia	Swaziland
Ghana	Syria
Guinea	Thailand
Guyana	Trinidad/Tobago
India	Uganda
Iraq	United Arab Emirates
Italy	United States
Jamaica	Upper Volta
Japan	Venezuela
Kenya	Virgin Islands
Korea	Western Samoa
Kuwait	Yemen Arab Republic
Lebanon	Zambia
Luxembourg	
Malawi	
Total nations: 79	
Village population: 5,689	

UCLA Olympic village

Country	Country
Algeria	Liechtenstein
Antigua	Madagascar
Argentina	Malaysia
Austria	Mali
Bahrain	Mauritania
Belgium	Monaco
Benin	Morocco
Bhutan	Mozambique
Bolivia	Netherlands
Brazil	New Zealand
Chad	Nicaragua
Chile	Oman
Colombia	People's Republic of China
Costa Rica	Philippines
Cyprus	Portugal
Djibouti	Puerto Rico
Equatorial Guinea	Rwanda
Gabon	San Marino
Great Britain	Sweden
Greece	Switzerland
Guatemala	Tanzania
Haiti	Tonga
Honduras	Togo
Hong Kong	Tunisia
Iceland	Turkey
Indonesia	Uruguay
Ireland	Yugoslavia
Israel	Zaire
Ivory Coast	Zimbabwe
Jordan	
Lesotho	
Total nations: 60	
Village population: 3,684	

**UCSB Olympic Village
(Canoeing and Rowing athletes
and officials)**

Country	Country
Argentina	Italy
Australia	Ivory Coast
Austria	Japan
Belgium	Korea
Brazil	Mexico
Canada	Netherlands
Chile	New Zealand
Denmark	People's Republic of China
Federal Republic of Germany	Peru
Finland	Portugal
France	Puerto Rico
Great Britain	Romania
Greece	Spain
Guatemala	Sweden
Hong Kong	Switzerland
Ireland	United States
Israel	Yugoslavia
Total nations: 34	
Village population: 856	

A total of 785 participants checked into the villages by the end of the first day on 14 July. These numbers gradually increased with the largest proportion of arrivals occurring on 23, 24 and 25 July. Total villages population peaked on 4 August with 10,084 residents.

**15.05.2
Occupancy after move in**

Participants began moving out of the villages as early as 30 July, three days after Opening Ceremonies. Athletes who were eliminated in the early rounds were often sent home by their NOCs. At UCSB, some rowing and canoeing teams chose to live outside the village in houses, hotels or apartments since the village was a one hour bus ride from the competition site.

As many as 200 participants chose to stay in housing closer to Lake Casitas prior to semi-finals or finals. Rowing participants housed at UCSB left the village on 6 August since two of the three residence pods were returned to the UCSB campus. These participants had the option of either returning to the village of their respective country or returning home.

**Olympic village occupancy
at the 1984 Games**

Date	Population
14 Jul	785
15 Jul	910
16 Jul	1,800
17 Jul	1,942
18 Jul	2,193
19 Jul	2,812
20 Jul	3,414
21 Jul	4,098
22 Jul	4,769
23 Jul	5,657
24 Jul	7,074
25 Jul	8,147
26 Jul	8,947
27 Jul	9,574
28 Jul	9,646
29 Jul	9,669
30 Jul	9,731
31 Jul	9,811
1 Aug	9,863
2 Aug	9,916
3 Aug	10,040
4 Aug	10,084
5 Aug	9,984
6 Aug	9,995
7 Aug	9,258
8 Aug	8,745
9 Aug	8,464
10 Aug	8,183
11 Aug	7,745
12 Aug	6,983
13 Aug	2,064
14 Aug	189
15 Aug	0

**15.05.3
Team move out patterns**

Many participants, including almost 50 percent of the total residents at USC, moved out of the villages on 13 August following Closing Ceremonies. The UCSB Village closed on 12 August and the remaining athletes had the option of going to their country's village in Los Angeles or returning home. By 14 August, only two percent, or 189 residents, remained.

A task force was formed two weeks prior to the end of the Games to develop departure procedures for NOCs. The task force consisted of the housing, transportation, finance, and NOC support operations managers. Envoys were given several briefing sessions before and during departures to explain procedures and to encourage them to coordinate the NOCs' departures. A five-part form was handed to the envoys to distribute to their NOCs. The completed forms were required to be returned to the NOC support operations manager 72 hours prior to departure for distribution to the following:

- The travel liaison; to reconfirm airline flights
- Transportation; to provide buses from the village to the airport three hours before flight time with one hour of preparation time
- Hosts/Hostesses; to help team members and guide them to their buses. They also punched holes in accreditation badges to void them.
- Housing office; to set up appointments for a check out inventory. This was to ensure proper assessment of loss/damage charges to NOC accounts.
- NOC offices coordinator; to set up appointments for the check out inventory of NOC office space, again to ensure proper assessment of loss/damage charges to NOC accounts
- Finance; to finalize accounts with chefs de mission and punch holes in their badges to void them, stopping charges to NOC accounts. To aid finance in deauthorizing delegations, tables were set up outside of each residence hall for staff to punch badges and log names and badge numbers of team members and officials. Chefs de mission were generally the last to depart in order to enable them to close out accounts.

Housing of Olympic Athletes and Team Officials (Villages)

USC population profile

Date	Arrivals	Departures	Population
14 Jul	604	0	604
15 Jul	42	0	646
16 Jul	540	0	1,186
17 Jul	48	0	1,234
18 Jul	145	0	1,379
19 Jul	438	0	1,817
20 Jul	184	0	2,001
21 Jul	425	0	2,426
22 Jul	391	0	2,817
23 Jul	503	0	3,320
24 Jul	703	0	4,023
25 Jul	561	1	4,583
26 Jul	405	0	4,988
27 Jul	349	0	5,337
28 Jul	56	0	5,393
29 Jul	10	0	5,403
30 Jul	48	18	5,433
31 Jul	28	2	5,459
1 Aug	41	21	5,479
2 Aug	22	14	5,487
3 Aug	35	1	5,521
4 Aug	58	34	5,545
5 Aug	44	88	5,501
6 Aug	244	56	5,689
7 Aug	14	176	5,527
8 Aug	0	358	5,169
9 Aug	21	184	5,006
10 Aug	12	149	4,869
11 Aug	68	346	4,591
12 Aug	18	630	3,979
13 Aug	0	2,832	1,147
14 Aug	0	1,037	110
15 Aug	0	110	0

UCLA population profile

Date	Arrivals	Departures	Population
14 Jul	167	0	167
15 Jul	60	0	227
16 Jul	321	0	548
17 Jul	37	0	585
18 Jul	60	0	645
19 Jul	116	0	761
20 Jul	386	0	1,147
21 Jul	241	0	1,388
22 Jul	239	0	1,627
23 Jul	376	0	2,003
24 Jul	600	0	2,603
25 Jul	357	0	2,960
26 Jul	314	0	3,274
27 Jul	218	0	3,492
28 Jul	14	0	3,506
29 Jul	13	0	3,519
30 Jul	32	0	3,551
31 Jul	48	13	3,586
1 Aug	52	20	3,618
2 Aug	57	2	3,623
3 Aug	16	25	3,664
4 Aug	56	36	3,684
5 Aug	4	61	3,627
6 Aug	179	314	3,492
7 Aug	6	72	3,426
8 Aug	12	165	3,273
9 Aug	11	123	3,161
10 Aug	11	155	3,017
11 Aug	0	155	2,862
12 Aug	90	175	2,777
13 Aug	0	1,860	917
14 Aug	0	838	79
15 Aug	0	79	0



8

15.06 Village operating programs

15.06.1 Access control

From 25 July through 12 August, roughly 12,000 people per day passed through the gates of each Los Angeles village. This included athletes and officials who resided in the village, village staff members and village guests, including press. At each village there was a main pedestrian entry, a staff entry and vehicle entries used primarily for access by the athlete transportation system and law enforcement. Vehicle entries were usually used during early morning hours by trucks, vans and other vehicles for replenishing consumable goods and for maintenance.

The LAOOC gained exclusive control of the village areas roughly one week before the villages opened. Not until two days before the villages opened, however, was a serious access control effort begun. The large number of construction personnel who required access to the villages, combined with the limited number of accreditation badges available for the staff, made it unreasonable to strongly enforce access control procedures before 12 July.

The village main entries were used for the daily pedestrian access of the following:

- Village residents (athletes and officials)
- News media (maximum of 200 passes at USC and UCLA, 40 at UCSB)
- NOC guests (passes were based on the following delegation sizes)

Delegation size	Number of passes
1 - 24	2
25 - 50	3
51 - 100	4
101 - 200	6
201 - 300	7
301 - 400	8
401 - 500	9
500 plus	10

8 One of the rooms at the USC Village.

- Mayor's guests
- Olympic Family
- LAOOC administration
- University staff

The main entry was also used for deliveries such as packages, newspapers and flowers. It was staffed 24 hours per day and a bar code reader was used to identify deauthorized badges. The main entry staff worked closely with village security to maintain an orderly traffic flow. Security was responsible for the magnetometer operation and assisted in confiscating de-authorized badges.

The mayor's staff and main entry staff communicated daily, especially during welcoming ceremonies and dignitary visits. The mayor's office also assisted NOCs when their guest pass limitation was exceeded. Hosts and hostesses worked in conjunction with the main entry staff to escort the guests from the entrance to the accreditation room and then to the location in the village they planned to visit. During village check out, main entry staff helped de-authorize badges of departing residents.

The number of guest pass requests were numerous which placed a heavy burden on the main entry staff. Even though all guest requests were supposed to be submitted 24 hours in advance, many NOC delegations added last-minute requests. Once the chef and assistant chef de mission were familiar with the Electronic Messaging System, they sent their guest lists by EMS which was helpful for adding names inadvertently left off an initial request or for adding names of those who appeared without warning. Some

chefs felt more comfortable using handwritten forms and both methods were used.

The guest pass limitations proved inequitable for the larger delegations. The smaller delegations had few problems with the allotted four to five passes per day, but delegations with 300 to 500 members were constantly exceeding their limits and leaving many disgruntled guests waiting for other guests who were already inside the village to leave, thus freeing a pass. The mayor's office provided extra passes to occasionally relieve this problem.

The entry staff was responsible for checking in and issuing badges to village staff as they reported for work. The entry staff also stopped all employees who did not have a security clearance or were not scheduled to work, de-authorized badges of people who were terminated from positions, prepared and issued temporary employee badges, changed badge inserts, issued temporary passes for entertainers and checked the validity of all badges.

The most difficult problem for entry staff was the repeated need to issue temporary badges for staff who required access to the village and had not yet been issued a permanent badge. Another frequent request was to correct access codes on a number of badges which were labeled incorrectly or too restrictively. Approximately 15 percent of the village staff was allowed access to the village through both the main entry and staff entry. This was due to their function as either a host/hostess, envoy or a member of the village management team.

Vehicles were allowed to enter the village only when prescheduled by village management or by use of identification passes. Vehicular entries were controlled and staffed by village security.

15.06.2 Language services

Language services at each village were designed to meet the language needs of the village staff, residents and visitors and consisted of both interpretation and written translation services. The village language services manager and the assistant manager coordinated the deployment of interpreters from the language services office which was located in the NOC service center. From this central location, the Managers were able to respond to interpretation requests as well as monitor the activities and location of the interpreters on duty. Each interpreter's location was tracked at the language office and interpreters were assigned pagers whenever they left the office so they could be recalled or reassigned to duties of greater priority. Interpreters were responsible for three primary areas:

- Village telephone bank; one or two interpreters covered a minimum of five major languages at all times during operating hours. The telephone bank fulfilled two principal functions: to support the village telephone switchboard and provide assistance to callers from anywhere in the village.
- Dispatch pool; interpreters were "on call" to assist as needed throughout the village. The major areas of need were the polyclinic, at welcoming ceremonies, in the residence halls and at the main entry.
- Other services; language services at the village assisted other LAOOC staff, particularly the envoys and aides. While most envoy/aide teams

were fluent in the language of their NOC, they were unable to meet all the language needs of their delegations, especially the larger ones. As a result, the village interpreters were called upon to assist the chefs de mission, coaches and team members.

In addition to interpretation, written translation services from French into English and vice versa were provided. All village administration translation requests, as well as those made by NOCs residing at the villages, were coordinated through the village language center. Even in cases where NOCs requested translation services at venues, they were directed to make their requests through the village language center.

Translation services for NOCs were provided on a fee basis. Only the NOC chef de mission, attache, envoy or aide could request these services. Translation fees were approximately \$25.00 per page with a \$20.00 minimum charge applied to all translations under one page in length. Requests for translation from and into languages other than French and English were referred to outside companies through the NOC services center. At the UCLA Village, 40 documents were translated. All but one were requested by LAOOC management. Most translations were for signs, memos and bulletins.

15.06.3 Maintenance

The Maintenance Department was responsible for the custodial work in all buildings and groundskeeping within the village confines. For plumbing, electrical and air-conditioning operations, services were provided through a contractual agreement with each of the universities. In addition, separate agreements were drawn up to provide for carpentry and specialized electrical skills. Trash removal was also handled under a



9 More than the standard quota of press were allowed into the village to attend this special welcoming ceremony.

Housing of Olympic Athletes and Team Officials (Villages)

separate contract. A centralized trash collections area was established within each village. Three cubic yard trash bins were scattered throughout the villages and when full were towed by an electric cart to the central area.

15.06.4 Material logistics

Village Material Logistics was responsible for the procurement of materiel, maintenance of supplies, movement of furniture and equipment, NOC freight storage and transfer and the operation of emergency supply and equipment purchasing functions. Each village created its own warehouse operation using large trailers.

The most difficult period was during the village move in and move out, each roughly one week in length. During village operations, materiel logistics staff were available 24 hours per day.

15.06.5 Press operations

Accredited journalists had limited access to the three villages to meet with and interview athletes and team officials. Members of the media were always escorted when they were in the villages. Areas of access included:

- An international zone or interview area which was located near the main entrance at USC and near the training track at UCLA and on Main Street at UCSB; these areas served as a "mixed zone" and were equipped with tables, chairs and tents. They were open from 0900 to 2100 daily, except at USC on 28 July and 12 August when that village was closed to guests. Athletes and officials met with the gathered journalists in these zones but journalists could not leave the area. EMS terminals and intra-village telephones were provided for contacting NOC offices and setting up interviews.
 - Athlete training/press viewing areas were located at USC and UCLA and were set up much like the mixed zones. Journalists, accompanied by an escort, could watch training and interview athletes within a mixed zone area. These areas were open from 0900 to 2100 from 14 July until 11 August and were closed 28 July.
 - Daily press tours were given for up to 25 journalists. This was a 45-minute walking tour through the village with views of Main Street, welcoming ceremonies, NOC services center, training areas, dining halls, disco, polyclinic and the transportation plaza. More than 400 press went on tours at the USC and UCLA villages while they were open.
 - Two days after the villages opened, journalists were granted viewing privileges for the NOC welcoming ceremonies. Although press access at the ceremonies was at times difficult to control, the journalists who attended appreciated the opportunity.
 - The remaining method for press access to the villages was through use of a guest pass from an NOC, the village mayor or village administrator. These passes allowed the press, with an accompanying escort, access to all areas of the village except the residence halls. Television cameras were allowed in on NOC guest passes.
- The overall press policy in the villages was as follows:
- All accredited media entering with a village press pass were escorted to the press areas. They could not conduct interviews or stop to "set up" a photo session en route. An isolated picture taken along the way was not prohibited as long as it did not impede traffic. All interviews and photography took place at the press areas.
 - NOC-invited press were issued NOC guest passes and were confined to NOC offices and to press areas. They also were escorted, but the escort could leave them in an NOC office if they intended to be there for an extended period of time.
 - The NOCs were responsible for making sure their invited media guests followed LAOOC policies and NOCs risked the loss of their guest passes for infractions. Escorts were called by an NOC representative when the journalist was ready to depart.
 - Each NOC was asked whether it had any objection to having media present at its welcoming ceremony. The desires of the NOC in this regard were honored. NOCs could invite members of the press to the ceremony for exclusive coverage or could open their ceremony to all media if they wished.
 - Any television crew (including an NOC-invited crew) other than the host broadcaster could film, interview, etc. from the press area only, except when on a tour. They did not have access to any other area of the village and were escorted at all times.
 - The host broadcaster had use of 15 village media passes above the media allocation of 200 at each of the Los Angeles villages. ABC selected six locations within the village for television coverage; one for live coverage and five for taping. They were required to notify the mayor when and where they intended to set up for each day's filming, up to a maximum of two locations per day. Athlete interviews were permitted in these areas only in addition to

already identified press areas. ABC was also permitted access to the village on two occasions prior to 28 July to produce vignettes of the village facilities for the benefit of all television broadcasters. They were allowed to tape locations such as the athletes' dining area, a typical residence hall room, Main Street and others. No interviews were permitted during the production of the vignettes.

The international zone or interview area proved to be the most popular for journalists, yet many complained about what they viewed as extremely limited access within the village, making their jobs difficult to accomplish. Once the Games began, activity in the international zone was very low since most media were at the venues. At the venues, media journalists could view the competitions and had easy access to the athletes for interviews. Press attendance at the USC and UCLA villages was as follows:

USC Village July

Date	Number
14	35
15	59
16	81
17	65
18	75
19	98
20	136
21	44
22	77
23	178
24	195
25	208
26	208
27	320
28	CLSD
29	80
30	107
31	92

USC Village August

Date	Number
1	62
2	157
3	75
4	75
5	47
6	64
7	81
8	33
9	82
10	86
11	62
12	CLSD
13	12
Total	2,894

UCLA Village July

Date	Number
14	108
15	60
16	64
17	113
18	65
19	62
20	74
21	63
22	117
23	261
24	197
25	189
26	131
27	124
28	64
29	66
30	90
31	116

UCLA Village August

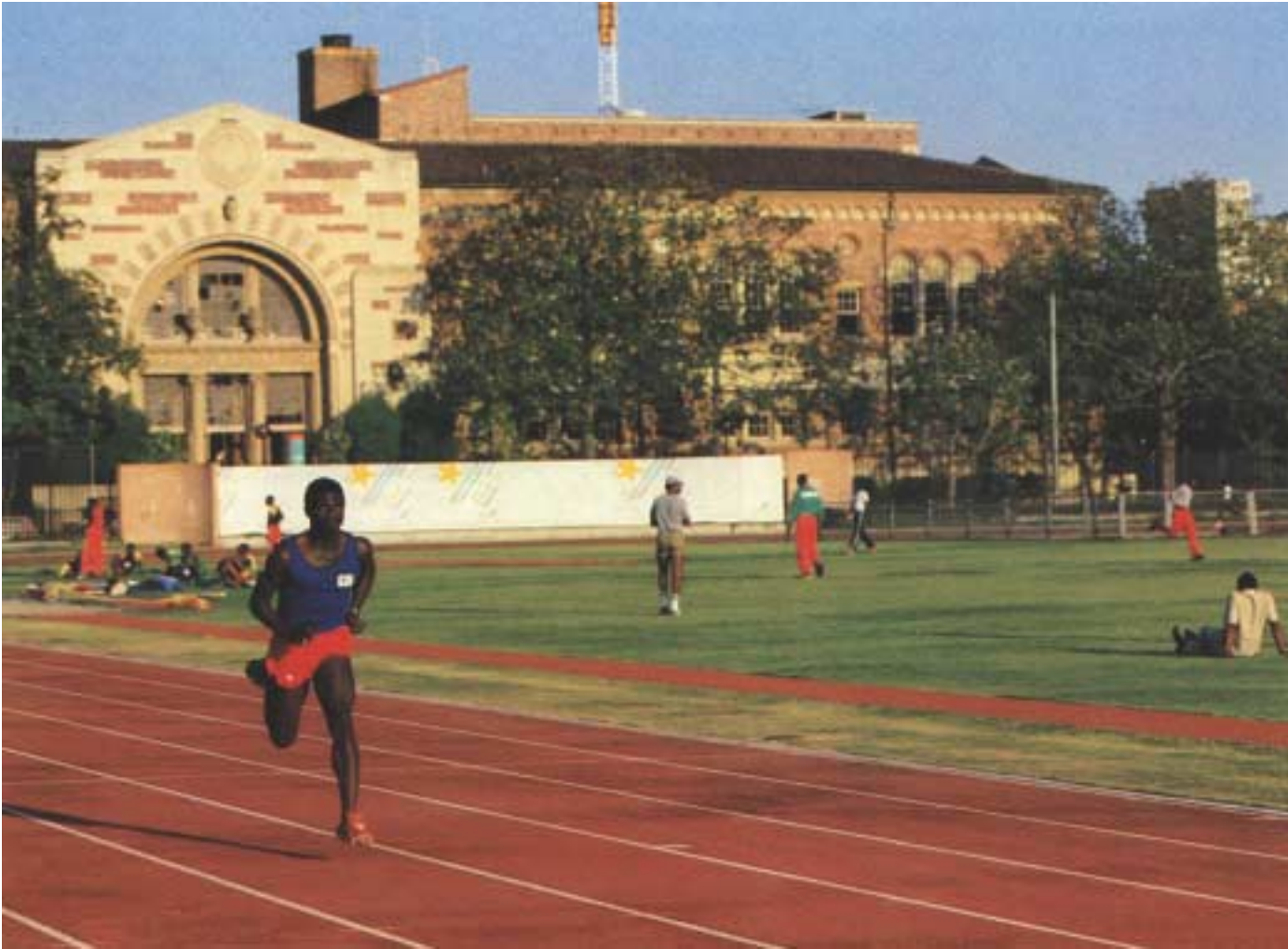
Date	Number
1	155
2	145
3	56
4	41
5	103
6	87
7	134
8	75
9	66
10	83
11	53
12	51
13	32
Total	3,045

A total of 200 press passes were available at both USC and UCLA and 40 at UCSB. In retrospect, it would have been acceptable to allow press access to the common areas of the village, striking a better balance between athlete privacy and the public interest.

15.07 Services available to the teams

15.07.1 Accommodations: Location and size

There were two types of housing at the USC and UCLA Villages: residential halls with two and three beds per room and apartment units that could house from five to 10 residents each. Whenever possible, an NOC was housed as a unit within an adjacent block of rooms. Men and women were not housed in the same apartment or on the same wing of a floor and different NOCs did not share sleeping rooms or apartments. There were three residence halls at UCSB that consisted of a combination of rooms. One bedroom units were used for chefs and team doctors and double rooms were used for two athletes. NOCs were housed by sport with rowing participants located in the two northern residence halls and



10 The Cromwell Field track at the USC village.

10

canoeing/kayaking participants in the southern residence halls. At all the villages, chefs were assigned their own room which doubled as an office.

Each NOC could rearrange its block of rooms and increase the number of athletes per living area to allow for more administrative space within the delegation's living quarters. The LAOOC did provide additional office space for NOCs with more than 25 participants. NOCs could request extra-long (213 cm) beds which the LAOOC provided at no additional charge to roughly 10 percent of all village occupants.

Any additional equipment had to be ordered in advance. In the case of technology equipment, such as photocopying machines and extra telephones, a charge was assessed which had to be paid in advance.

Rooms were furnished as follows:

- Single bed
- Bed linen
- Blanket
- Pillow
- Towels and wash cloth
- Coat hangers
- Reading lamp

- Desk
- Desk chair
- Dresser
- Closet
- Wastebasket
- Fans
- Bed board (on request)
- Extra-long (213 centimeters) beds (on request)

The USC and UCLA Villages were originally planned to accommodate a total of 12,000 participants: 7,000 at USC and 5,000 at UCLA. UCSB had space for 1,200 total occupants. After the withdrawal of the eastern bloc countries from the Games, these numbers were reduced to 6,000 for USC, 4,500 for UCLA and 1,000 for UCSB. Actual occupancies at all three villages were somewhat lower, with 5,689 at USC, 3,684 at UCLA and 856 at UCSB.

Each of the village residence halls had common recreation and lounge areas on the ground floors well away from athlete sleeping areas. Each lounge had a television viewing area and each recreation complex consisted of both an indoor and outdoor area. The indoor area had table tennis and pool tables and areas to play cards, chess, backgammon and other table games. Each outdoor area had volleyball and basketball courts, patios and lawns. The LAOOC provided a variety of recreational sports and games equipment which could be checked out

at the front desk of each building with the deposit of a room key. Each residential floor of each residential hall had a floor lounge which was furnished with appropriate furniture and had a television viewing area for the use of residents.

There was a front desk at each of the residence complexes that was staffed by clerks who provided general information and assistance to residents. The clerks, when possible, were multi lingual and had immediate telephone contact with language services. They also:

- Maintained key control
- Provided emergency lost key service
- Requested room maintenance
- Requested equipment maintenance
- Requested janitorial service in public rooms
- Checked out recreational sport and games equipment
- Supervised conference room set up crews

Housing of Olympic Athletes and Team Officials (Villages)

□ Controlled conference room access

The accommodations and the attendant services were well received by the NOCs. Space problems affected mainly the low-rise apartment units which housed up to ten persons per unit. The NOCs found it difficult, if not impossible, to mix component teams. For example, six boxers could, in theory, be mixed in two rooms of an apartment with four male equestrian competitors. However, competition times, training times and other differences made this difficult. It is recommended that future organizing committees try to avoid large multi-bedroom apartment accommodations.

15.07.2

Health services

Health services were provided at several locations in the villages including the polyclinic, massage therapy area and the wrestling, gymnastics and athletics training sites. The polyclinics provided emergency/general medical, dental and optometric services 24 hours per day for all village residents, Olympic Family members and LAOOC staff. In addition to medical services, the following related programs were operated and directed by Olympic Health Services within the villages:

- Public health program; sanitarians monitored food, water and housing conditions.
- Doping control ancillary station; tested athletes who could not produce a sample at competition sites.
- Gender verification; tested all female athletes.
- Mobile medical outreach team; numerous emergency medical technician volunteers who were recruited by the American Red Cross provided medical assistance and rapid first aid response within the villages 16 hours per day.
- Massage therapy; licensed therapists provided relaxation massages to athletes 12 hours per day.

15.07.3

NOC support operations

The NOC service center was designed to provide assistance required by the National Olympic Committee chefs and team leaders so that they could effectively manage their delegations. The goal of the service center staff was

Information kiosks daily usage summary (UCLA Village)

Date	Main street	Main entry	Sunset canyon	Total
14 Jul	20	60	10	90
15 Jul	29	41	23	93
16 Jul	30	38	23	91
17 Jul	41	55	32	128
18 Jul	42	55	33	130
19 Jul	40	53	32	125
20 Jul	43	59	34	136
21 Jul	66	40	67	173
22 Jul	67	45	53	165
23 Jul	68	50	52	170
24 Jul	70	52	53	175
25 Jul	69	60	55	184
26 Jul	80	108	63	251
27 Jul	99	58	62	219
28 Jul	92	140	111	343
29 Jul	80	37	30	147
30 Jul	95	95	65	245
31 Jul	100	119	60	279
1 Aug	55	74	43	172
2 Aug	71	96	56	223
3 Aug	167	42	71	280
4 Aug	101	37	53	191
5 Aug	100	51	57	208
6 Aug	28	38	23	89
7 Aug	125	84	50	279
8 Aug	49	47	59	155
9 Aug	80	38	55	173
10 Aug	25	31	60	166
11 Aug	50	26	50	126
12 Aug	40	30	25	95
13 Aug	22	30	18	70
14 Aug	21	28	17	66
15 Aug	6	10	2	18

to provide complete administrative assistance to the chef and his team in one central location.

The NOC service center offered the following services: telex, printing, general information, photocopying, conference room scheduling, NOC mail and messages, NOC transportation scheduling, safe-deposit boxes, typing, lost and found, customs broker, messenger/escorts, language services, NOC offices management, equipment rentals, cashier, Games results and travel/departures assistance.

The service center became an information center for the entire village. For the first three days after the village opened (14-17 July), the function of the service center was entirely informational. There were no early requests for any of the services which were offered, with the exception of sending telexes. Telex service was heavily in demand each morning at

0630 and again after 2000. A 24-hour service is recommended on village opening and closing days.

The service center was open daily from 0700 to 2200 hours. The hours of most customer activity were: 0700-0830, 0930-1100, 1500-1700 and 2100-2300. Chefs or team officials arrived early each morning to send telexes, pick up messages and mail, open safe-deposit boxes or check their account status. The early morning rush lasted until approximately 0830 hours at which time most chefs attended daily meetings. After the meetings, there were usually additional efforts to obtain guest entry passes and meal tickets, pickup mail and request typing and photocopying services. A valuable informational item was the daily chef de mission bulletin which contained information on a variety of village-

related topics such as welcoming ceremonies, NOC guest policies, local laws, use of vehicles, departure information and other topics.

Most requests during the hours 1500-1700 were for information such as events in the village and ticket and sightseeing information. The late evening hours, 2100-2300, were especially busy, particularly when departures began. During this time period, most requests were for transportation to the airport, telex service and settling NOC accounts. Rarely did service center activity cease before 2300 hours and once departures began, it was necessary to maintain a 24-hour operation.

It became evident that the service center would have to provide some services which had not been planned. These included:

- Guest pass authorization for chefs
- Flower and large package deliveries to athletes
- Tracking lost mail and luggage

The service center worked closely with the Transportation Department to handle athlete transportation and motorpool (NOC allocated vehicle) requests and to refer Olympic Family members to vendors for limousines and other vehicles. An additional transportation desk was set up to handle transportation arrangements from the village to the airport during the departure periods.

The Finance Department provided a cashier to handle invoices, guest meal tickets, account status information and final account services. It is

recommended that an area large enough to accommodate a finance desk, transportation desk, departure desk and possibly a travel desk be allocated to facilitate departures.

The LAOOC NOC offices operation was directly responsible for the set up of office space for use by the NOCs, including inventory of all space, ordering of all furniture and supplies, recapture of office space from the NOCs and returning the space to the university. Office space was provided to each NOC in the housing area with supplemental space provided elsewhere for NOCs with delegations of 25 or more.

A total of more than 200 separate village office spaces were prepared. Many of these spaces were located in the housing areas in the chefs de mission's rooms, while others were located outside of the housing areas or on separate floors of the residence halls. These separate offices were set up accordingly:

NOC village office space

NOC size	Description of office space
25—100	Minimum of 500 square feet, including: conference room for eight people, one semi-private office, work spaces, one secretarial space, waiting area.
101—200	Minimum of 700 square feet, including: conference room for 12 people, one semi-private office, four work spaces, two secretarial spaces, waiting area.
201—300	Minimum of 900 square feet, including: conference room for 16 people, one semi-private office, seven work spaces, two secretarial spaces, waiting area.
301—500	Minimum of 1,200 square feet, including: conference room for 16 people, two semi-private offices, ten work spaces, three secretarial spaces, waiting area.
501 +	Minimum of 1,500 square feet, including: conference room for 20 people, two semi-private offices, fifteen work spaces, four secretarial spaces, waiting area.

NOC delegations smaller than 25 persons received no additional office space other than that in the chef's room. These NOCs used the facilities and services provided by the NOC service center.

The NOC offices included the following equipment:

- One television
- One electric typewriter
- One EMS terminal
- One telephone (restricted to village/venues only, telephone with operator assisted international access.)
- One telephone (charge-a-call)

In the housing area, each NOC received space for the chef de mission. In addition to the standard furnishings for housing, the chef's room included:

- One electric typewriter
- One side chair
- One package of stationery supplies
- One file cabinet (two-drawer, lockable)
- One telephone (restricted to village/venues only)
- One television
- One iron and ironing board



11 An example of the temporary construction at the UCLA Village.



12 Athletes visit a convenience store.

Housing of Olympic Athletes and Team Officials (Villages)

For NOCs consisting of 51 members or more, each NOC received one additional room for use by a team physician. The room served as the doctor's sleeping accommodations and office. In addition to the standard furnishings, the team doctor's room included:

- One side chair
- One package of stationery supplies
- One massage/examination table
- One lockable cabinet
- One refrigerator
- One examination light

15.07.4

Training facilities and sites

Five of the 30 Olympic training sites were located at UCLA and four were located at USC. This included training for tennis at UCLA, and swimming, wrestling, athletics and gymnastics at both main villages. Also located in each village were sports information centers designed to provide coaches and team officials with up-to-date information on training and competitions. They also served as a location where changes to training schedules could be requested. Each office had 12 desks that handled requests for one, two or three sports. The offices were open daily from 0700-2200, 14 July to 12 August. The sports information centers were also responsible for distributing start lists and results and for providing information regarding the competition venues, training sites, transportation system, sport equipment and Los Angeles in general. The athletics secretariat used the sports information centers to distribute athletic competition numbers and to collect participation confirmation forms for all events.

Training sites at the villages were pre-scheduled according to the following criteria:

- Artistic gymnastics; one session (three-hour) per team per day and one session (one-half hour) per team per day.
- Rhythmic gymnastics; two sessions (one and one-half hour) per team per day.
- Swimming; two sessions (two-hour) per team per day.
- Synchronized swimming; one session (three-hour) per team per day.
- Tennis; one session (one-hour) per team per day.
- Wrestling; one session (two-hour) per team per day.

Athletics training was not scheduled.

Teams had the opportunity to sign up for additional training as available. By providing these additional times, teams were able to customize their training schedules based upon their particular needs. No problems were encountered in accommodating team needs throughout the Games.

Located at both the USC and UCLA villages were bicycle repair/bicycle storage areas and an armory. The bicycle repair area was open from 0800-2200 hours from 18 July to 7 August and 1000-1500 hours from

Daily Usage-Sport Services (UCLA)

Date	Armory	Bike repair	Athletics training site	Swimming training site	Tennis training site	Wrestling training site	Sports info
14 Jul	0	0	3	9	0	0	4
15 Jul	0	0	7	5	0	0	6
16 Jul	0	0	52	29	2	12	28
17 Jul	0	0	25	43	3	3	61
18 Jul	0	0	36	28	3	3	48
19 Jul	3	6	41	23	3	3	27
20 Jul	5	12	37	72	12	7	44
21 Jul	3	13	52	79	15	41	47
22 Jul	0	14	87	88	18	85	49
23 Jul	3	15	250	92	19	82	118
24 Jul	5	15	386	112	20	89	175
25 Jul	2	10	193	90	49	142	157
26 Jul	2	15	689	161	56	133	56
27 Jul	2	50	538	138	27	165	127
28 Jul	0	50	260	89	38	90	78
29 Jul	4	50	443	92	50	98	75
30 Jul	10	10	515	115	50	110	91
31 Jul	10	20	590	104	56	78	75
1 Aug	6	15	495	162	53	95	81
2 Aug	2	10	475	70	45	75	52
3 Aug	5	10	350	21	83	93	52
4 Aug	10	20	356	28	83	71	75
5 Aug	6	20	190	61	60	68	30
6 Aug	5	10	301	19	120	75	16
7 Aug	1	10	300	20	145	20	26
8 Aug	2	8	214	42	51	27	9
9 Aug	1	6	203	4	45	10	30
10 Aug	1	4	163	4	47	8	20
11 Aug	1	3	85	3	43	6	11
12 Aug	0	0	0	0	0	0	0
13 Aug	0	0	0	0	0	0	0
14 Aug	0	0	0	0	0	0	0
15 Aug	0	0	0	0	0	0	0

8 to 12 August. The bicycle area was devoted to the repair and storage of road bicycles only. Track bicycles were stored and repaired at the velodrome. Most of the cycling teams stored their equipment in the bicycle area but used their own mechanics to repair their bicycles.

Each NOC was assigned an individually secured storage area and LAOOC staff controlled access during the day. The cycling venue provided technicians to staff the bike area for two hours per day during the Games. Considerable discussion occurred on whether cyclists should store their bikes in their rooms or in a separately secured area, as was provided. In retrospect, a storage area worked very well and no bicycles were allowed in the rooms. It is important to have the bicycle storage area as close to the sleeping rooms as possible or cyclists will insist on taking bicycles to their rooms.

The armory provided an area in the village where the fencing athletes could work on their equipment. Like the

bicycle repair area, the facility provided athletes with an area other than their rooms to repair equipment, thus preventing the rooms from becoming soiled with grease and metal shavings. The armories were approximately 20 feet by 30 feet with three work benches. They were staffed by a supervisor and four armorers, and were open from 0800 to 2200 hours from 18 July to 12 August. The armory received little use and probably could have been eliminated since the armory at the competition site was sufficient,

15.07.5 Transportation

Transportation provided buses to take athletes to and from training sites, to competition sites on a pre-scheduled basis and, on rare occasions, transportation for athletes or officials who missed their buses. Usually, it was left to the NOCs to provide assistance to team members who missed scheduled transportation. The LAOOC assisted NOCs in obtaining charter buses for excursions and guided tours of Los Angeles.

Although initial plans did not provide for an intra-village transportation system, such a system evolved through the use of electric carts. The relatively long distances from the residence halls to the main village entries caused village residents and

staff alike to seek a means to expedite their transit. The village staff expected to operate with few electrical carts for logistical support, but ended up with more than two hundred maintenance, security, passenger and supply carts to support an unplanned but highly efficient transportation system. The availability of electrical carts for VIP tour purposes was essential.

15.08 Services available to village residents

Village programs included all activities for athletes (as opposed to chefs or team officials) other than the "basics" of food, housing and medical services. The goal was not to satisfy the desires of all athletes from all nations, but to make them as comfortable as possible by providing broad forms of entertainment, recreation, Main Street facilities and spiritual counseling.

Once the basic services were established, the critical factors regarding program planning were: levels of service, hours of operation and anticipated use by athletes. It was assumed that usage patterns would change dramatically from early village operations, when athletes were still training, to the last two weeks of operation when many athletes had completed competition. This proved correct and athletes rarely sought entertainment or recreation before they completed competition. It was anticipated, however, that athletes would spend many evenings outside the villages to satisfy their entertainment needs after the conclusion of their competition efforts. This did not occur and most residents stayed in the villages.

15.08.1 Entertainment

The village entertainment program consisted of main stage concerts, the village coffeehouse, a cinema program, disco and outdoor specialty events. The goal was to provide a comprehensive entertainment program that gave the athletes an outlet from their competition pressures as well as providing a forum where athletes could mix and socialize. All entertainment operations opened on 14 July and closed 14 August. Each village had its own cinema. The American Film Institute, in conjunction with the LAOOC, selected the films that were shown to the athletes. Built around the theme of "America's Movies," the program was designed to acquaint visiting athletes with the history and flavor of life in the United States as well as with the history of American cinema. One hundred twenty feature films were selected along with 216 short-subject films. The films were grouped into eight thematic sections:

Main street transactions per day (UCLA Village)

Date	Amat. Radio	Bank	Sassoon	GTE	Cleaners	Ticket window	Convenience store	Florist	N. P. S.	Post Office	Travel	Video
14 Jul	-	1	-	3	-	CLSD	15	CLSD	14	20	-	88
15 Jul	-	15	17	5	1	CLSD	82	CLSD	19	30	2	88
16 Jul	-	8	14	34	8	CLSD	180	CLSD	90	45	6	60
17 Jul	-	32	43	48	50	CLSD	240	CLSD	142	90	16	125
18 Jul	-	14	29	17	23	CLSD	130	CLSD	65	20	6	30
19 Jul	-	18	14	31	53	CLSD	297	CLSD	87	70	10	95
20 Jul	-	25	23	54	24	CLSD	390	CLSD	110	60	5	82
21 Jul	-	51	36	89	28	CLSD	411	CLSD	94	412	4	88
22 Jul	-	126	40	112	17	CLSD	478	CLSD	198	430	-	260
23 Jul	-	98	36	113	21	CLSD	438	11	77	583	21	530
24 Jul	-	77	65	172	38	CLSD	516	5	124	561	12	531
25 Jul	1	71	51	181	37	CLSD	638	10	106	534	16	550
26 Jul	4	73	56	244	34	CLSD	577	3	144	747	12	453
27 Jul	-	20	42	309	60	CLSD	377	4	147	897	15	437
28 Jul	-	56	37	202	24	160	180	4	98	977	15	123
29 Jul	2	33	48	385	50	329	312	2	134	831	12	732
30 Jul	-	122	45	330	70	460	576	12	114	486	17	344
31 Jul	3	80	47	319	40	471	626	10	101	839	66	515
1 Aug	-	81	41	310	27	409	597	12	205	797	82	593
2 Aug	6	104	42	323	56	577	799	12	78	731	63	820
3 Aug	10	124	50	313	74	450	220	22	92	700	13	247
4 Aug	12	117	48	310	73	459	240	9	64	681	67	306
5 Aug	4	73	54	368	38	591	726	10	72	558	84	500
6 Aug	-	140	59	323	81	266	748	25	119	690	90	197
7 Aug	4	134	47	332	60	378	789	10	80	645	78	195
8 Aug	5	125	53	268	89	439	801	10	60	549	128	404
9 Aug	20	185	47	317	67	392	860	15	52	715	118	330
10 Aug	2	99	43	318	53	795	802	5	135	751	70	253
11 Aug	10	158	45	248	56	267	1,000	1	128	797	84	148
12 Aug	7	128	45	235	12	CLSD	517	1	42	696	54	62
13 Aug	-	45	16	217	CLSD	CLSD	885	CLSD	136	742	32	59
14 Aug	-	32	8	108	CLSD	CLSD	642	CLSD	62	401	18	41
15 Aug	-	28	-	36	CLSD	CLSD	1,200	CLSD	31	320	15	100

- America's Past
- The Heartlands
- Images of Los Angeles
- Images of New York
- American Madness
- American Dreamers
- As Others See Us
- Sports On Film

The cinemas operated daily from 1300 to 2300 hours but hours of operation were expanded to 1000 to 2300 one week into the Games. Approximately 16,700 residents used the USC cinema during the Games with attendance averaging 50-75 during the day and 250-400 in the late afternoon and evenings. The average daily attendance was 700-900 at USC.

At UCLA, facility planning, based primarily on cost considerations, resulted in the establishment of two movie theatres. One was in a lounge of a residence hall with a seating capacity of 250. The second theatre was outdoors in an existing amphitheatre with a 600-person seating capacity. The indoor cinema showed films from a videotape format, while the outdoor cinema presented 35 mm films. The use of an outdoor cinema required the construction of an air-conditioned projection booth and wide screen. The hours of operation for the indoor cinema were 1200-2300. The indoor cinema showed feature films, shorts, cartoons and documentaries. The outdoor cinema opened at 2030 hours and showed one feature film a night until the last week when two feature films were shown each night.

Attendance was much higher at the outdoor cinema. This was due to the setting, the showing of newer and more famous films and the timing. No food or beverages were provided in the cinemas. A temporary tented structure with seating for up to 250 was constructed at UCSB.

The cinema program was the largest celebration of American film in history and one of the largest film festivals in the nation. Most athlete criticism was that the program was too large. Once athletes discovered a good film had played, they were dismayed to learn that it would not be repeated.

As part of the cinema program, appearances were scheduled by individuals associated with specific aspects of the films. These enhanced the basic program and were held in the cinema lobby and village square or Main Street. Performers who donated their time and appearances at the villages included:

- Esther Williams
- Walt Disney animators
- Walt Disney characters
- Darth Vader of Star Wars
- Cinema program poster artists

The appearances were well received and the timing of the appearances was important. Darth Vader appeared on the day of the Star Wars movies, Disney characters on Disney theme day. Athletes enjoyed taking pictures with the characters and liked having their posters autographed.

Entertainment and recreation daily usage statistics (UCLA Village)

Date	Indoor cinema	Outdoor cinema	Coffee-house disco	Library	Main stage	Rec. equip.	Rec. Pool	Sauna/massage	Video viewing	Weight room
14 Jul	0	10	30	0	-	0	0	0	-	0
15 Jul	0	10	90	11	-	0	10	2	-	3
16 Jul	5	15	190	70	-	3	20	34	-	34
17 Jul	2	20	185	124	-	18	50	42	-	49
18 Jul	30	35	210	180	-	18	50	43	-	57
19 Jul	40	50	110	117	-	15	60	67	-	84
20 Jul	20	25	120	157	-	20	50	76	-	47
21 Jul	15	65	280	170	-	2	70	137	-	87
22 Jul	18	135	230	252	-	14	90	176	-	100
23 Jul	20	150	-	293	-	46	100	324	-	97
24 Jul	12	200	335	205	-	35	100	182	-	132
25 Jul	50	325	550	240	-	43	150	240	-	177
26 Jul	20	100	585	300	-	41	150	166	-	147
27 Jul	20	140	590	197	-	38	150	180	-	181
28 Jul	5	10	190	133	-	93	50	35	-	132
29 Jul	50	400	435	252	-	40	150	190	11	130
30 Jul	65	N/A	450	238	300	55	200	138	58	170
31 Jul	65	400	685	323	-	40	150	130	176	116
1 Aug	50	250	580	266	-	66	180	153	272	124
2 Aug	40	N/A	440	268	300	78	160	110	195	164
3 Aug	46	400	300	230	-	65	180	141	192	126
4 Aug	60	500	360	258	-	73	150	156	194	75
5 Aug	30	50	390	221	-	50	200	168	159	102
6 Aug	50	N/A	325	253	300	65	190	90	214	117
7 Aug	50	N/A	630	152	1,500	60	180	67	179	99
8 Aug	40	300	450	230	-	54	120	95	209	83
9 Aug	50	250	475	171	-	60	120	95	279	87
10 Aug	35	75	505	182	-	50	100	96	150	34
11 Aug	40	200	210	149	-	35	80	85	57	31
12 Aug	15	10	900	150	-	35	50	61	36	12
13 Aug	-	-	-	-	-	-	-	30	38	-
14 Aug	-	-	-	-	-	-	-	-	13	-
15 Aug	-	-	-	-	-	-	-	-	2	-

Housing of Olympic Athletes and Team Officials (Villages)

Other facets of the entertainment program included the village coffeehouse and disco. The coffeehouse created an atmosphere of fun and relaxation; a "winding-down" environment for athletes and officials. A program of live music, jazz, country and soft pop was provided. The decision was made, for cost reasons, to use the same facility as both a coffeehouse and a disco at UCLA and UCSB.

Local bands, covering a wide variety of music styles, were booked to perform in the coffeehouse/disco. Coffeehouse music included acoustical guitar, country, jazz, light rock and blues. Disco groups played rock and roll, new wave and punk music. Sound and light equipment was rented and installed for the entire period.

Self-service food and beverage service was planned and provided on a complimentary basis by the village food service contractor for both the coffeehouse and disco. The coffeehouse menu included pastries, fruit and light snacks. The disco food service was limited to popcorn and light snacks. Beverage service was the same for both the coffeehouse and disco and included soda, fruit juices, coffee, tea and espresso. Although no alcoholic beverages were served, athletes were not prevented from bringing them into the area on their own.

At UCLA, the coffeehouse hours were from 0900 to 1800; disco hours were 1900 to 2400. The one hour break allowed for tables and chairs to be removed from the dance floor. Taped music was played during coffeehouse hours except when a group was performing. Coffeehouse groups performed from 1600 to 1800 hours and played two 45-minute sets with a 15-30 minute break in between. Attendance was low for the coffeehouse performances, probably because the athletes were either training or watching competition in the late afternoon.

A staff disc jockey played recorded music when there were no live performances. The disco groups performed from 2030 to 2230 hours and played two 45-minute sets with a

15-30 minute break in between. The athletes enjoyed the disco groups but preferred to sit and listen to them rather than dance to their music. The athletes frequently danced when the DJs played popular rock and roll records.

At UCLA, the disco was an open-air facility which was located very close to some residence halls. The disco staff lowered the music level around 2230 so people could sleep. At UCSB, the disco was an open air facility and closed at 2200 since the athletes had to arise as early as 0400.

Another part of the entertainment program was the main stage concerts held outdoors at UCSB and UCLA and indoors at USC. The series consisted of four concerts at UCLA, three at USC and two at UCSB between 25 July and 8 August. Attendance varied with a high of 3,000 people for the Beach Boys. The facilities were planned to accommodate 5,000 people at UCLA, 6,400 at USC and 900 at UCSB. The concerts provided a passive entertainment experience (as opposed to the disco) and a chance for many athletes from each village to gather together.

The concerts did not attract as many athletes as originally envisioned. There was no "perfect" time to get full participation. Prior to the Games, the villages did not have a high occupancy level and during the Games, many athletes had curfews to observe. In the last days of the Games, athletes were leaving or interested in final competitions.

The entertainment program also provided exposure to U.S. cultural endeavors. Outdoor specialty entertainers provided afternoon diversions for the athletes and were scheduled at 1600 hours.

This program included:

- Eskimo athlete demonstration
- American Indian dancers
- Comedy jugglers (bilingual)
- Frisbee demonstration team

The library room offered various books and magazines for check out. The books were mainly popular English language paperbacks, collected during an LAOOC book drive, and donated foreign language magazines. Pictorial books were also available.

Complimentary copies of the "Los Angeles Times" newspaper were delivered every morning to the library. Foreign and other domestic newspapers were transferred from the convenience store to the library the day after their delivery.

The music listening room offered six stereo/cassette units which had headphones. Pre-recorded music tapes were available for check out from the attendant. There was one music listening room attendant assigned to check out tapes and books and to ensure that the tapes, pictorial books and listening equipment did not disappear. Both the music listening and library rooms operated from 0900 to 2100 hours. They were rarely used until after Opening Ceremonies, at which point there were four to eight athletes in each room at all times. Less than 60 books were checked out by athletes throughout the duration of the Games although most athletes read foreign newspapers and magazines.

15.08.2 Food services

Food services provided the athletes with a varied menu planned to accommodate the requirements of all countries. Food was accessible 24 hours per day utilizing a full and limited service menu. To minimize food handling, village traffic and nighttime noise, efforts were made to purchase and store products within the village in sufficient quantities to last for the entire Games.

Food services opened 14 July for breakfast and closed 15 August after lunch. Meal hours were:

Food service meal hours

Meal	Time	Time
Breakfast	0600-1000	(0400-1000UCSB)
Lunch	1100-1500	
Dinner	1700-2300	(1700-2100UCSB)

Limited service-all other times

Pre-game preparation was thorough in all food service areas including menus, purchasing, staffing, training, equipment installation and orientation. Athlete flow was surprisingly steady with few rush periods. The scheduling of competition and training contributed to this and there was frequent use of limited service dining. There were few NOC catering requests since teams could eat before or after any meeting and special catering was a charged-for service. Athletes missed very few meals with an average of 2.92 meals consumed per occupant daily. An alcoholic beverage policy was devised for the villages as follows:

- Dining halls; NOCs could serve only their own wine and beer to their delegation in the dining areas.
- NOC offices and catered events; NOCs could serve alcoholic beverages in their NOC offices and at their catered events in the village.
- Chef's lounge; NOCs could bring their own alcoholic beverages to the chef's lounge where glasses and mixers were available.

Food service for the Olympic village staff was handled in an area separate from the athlete food service operation. Food service consisted of box lunches, which initially proved to be less than satisfactory. Later, the quality of the box lunches was raised and cakes, ice cream and hot dogs were provided to add diversity. Because the village staff worked for nearly 40 days, it was essential that some variety in the menu be provided.

Team receptions following welcoming ceremonies were held in the mayor's hosting area. Ceremonies were held nearly every day for each arriving team from 14 July-5 August. The receptions started around 1600 and food provided consisted of cold hors d'oeuvres, vegetable platters, fresh fruit, snacks, punch and soda. Beer and wine were also served. Besides the afternoon receptions, there were daily morning receptions and mayor's meetings. These were small in nature and assorted pastries, fruits, cheeses, juices and coffee were served.



15.08.3 Information and results

Each village had its own set of information kiosks designed to provide general information as well as sports information. At USC there were nine kiosks, UCLA had three and UCSB had two. All kiosks had at least one EMS terminal that allowed access to information on sports results and training schedules. At each village there was one kiosk at the transportation departure/arrival area which provided answers to schedule questions. One of the kiosks at USC and UCLA was used solely for sports competition and results information. These kiosks had up to four EMS terminals and one printer to accommodate athletes and officials who requested competition results. The kiosks operated from 0700-2300 hours during the entire period that the villages were open, although occasionally outlying kiosks were closed early if athlete traffic was slow. Services and items available at the kiosks included:

- Bus schedules
- Daily results publication
- Competition schedules
- Electronic Messaging System terminals and printers
- Flyers on village events and entertainment
- Guides to Los Angeles attractions
- Maps
- Posters
- Sight-seeing information
- Village information
- "Villager" newspapers

The kiosks were used extensively. Although most questions dealt with the villages, those who staffed the kiosks found their role as information disseminators changed into one of "problem-solvers." Problems, such as tracing lost luggage and assisting with an athlete who missed a bus, were manageable. The EMS terminals were very popular and were used

extensively. However, there were few inquiries for information on sight-seeing and tourism and the travel desks on Main Street received most of those questions. Overall, the most requested information at the kiosks included: sports and transportation information, where to shop for particular items in the village and assistance in meeting the personal needs of athletes.

15.08.4 Main Street

Each village Main Street was designed to serve as a mini-town within the confines of the secured village and provided goods and services to village residents. All village Main Streets offered the same services with the exception of UCSB which had no hair salon. The services and shops on Main Street included:

- Bank
- Calling assistant center
- Convenience store
- Dry cleaners/laundry
- Hair salon
- National park display
- Post office
- Travel services office
- Video games arcade

All services and shops operated between 0900-2100 hours except for the calling assistance center which was open 24 hours and the post office which operated from 1000-1900. Services and goods offered were determined by the LAOOC based upon prior Olympic experience and the level of service that was believed to be appropriate for the village. Operators for each commercial or retail service were selected principally from the LAOOC's group of official sponsors and suppliers.

Most operators used personnel who could speak several of the principal working languages of the IOC-French, German, Spanish and English. Each operator had access by telephone to the LAOOC's Language Services Department for assistance in other languages.

The bank offered the following services:

- New accounts
- Cash withdrawals
- Cashing of travelers checks

Housing of Olympic Athletes and Team Officials (Villages)

- Currency exchange
- Check cashing
- Wire transfers
- Cash advances for eligible Visa and Mastercard holders

Bank operating hours were 0900-2100 daily. The services used most often were opening of new accounts, cash withdrawals, cashing of travelers checks and currency exchange. Each village branch handled approximately \$1 million in cash during the village operating period. LAOOC staff and contractors were allowed to use the bank for deposits and cashing of personal and payroll checks.

Foreign currency exchange totaled approximately \$150,000 with large teams such as People's Republic of China, Federal Republic of Germany, Great Britain, Japan, France, Italy, Australia and Canada accounting for most of the exchange. Overall, the setup worked well. Minor improvements could have been made by having a daily posting of currency exchange rates, some additional signs in French and the addition of small photocopying machines.

The calling assistance center was operated by Pacific Bell at USC and General Telephone at UCLA and UCSB. It offered local, national and international calling. Payment could be made using cash, travelers checks and telephone credit cards. The center operated continuously from 14 July to the closing of the village on 15 August. The most used service was the "time and charges phone" for international calls. This system allowed residents to make the call first, with the time and charges printed out at the end of the call. Approximately 20,000 calls were made during village operations with the majority made by European participants. The usage of the calling assistance center corresponded to village population, time zone differences and training and event schedules. The busiest time at the center was between 0600-1200 and 2200-2400. Entire teams such as football, basketball and volleyball would come in to use the center if they won an important game. The level of service offered was adequate, and, with the exception of a few surges in usage, there were no long waits to use the phones.

Changes that might have improved the operation include: using private, closed phone booths since the semi-private booths were insufficient when the center was crowded; controlling payment before calls were made since follow-up for payment after the caller left the center was unsuccessful and setting up a separate area where residents could receive calls.

The convenience store sold sundries, newspapers, magazines, personal care

products, snacks, commemorative rings, sport apparel, casual apparel, stationery, film developing and miscellaneous souvenirs. Payment was accepted in cash, travelers checks, Visa and Mastercard. Operating hours were 0900-2100.

Popular items at the convenience store included:

- Soft ice cream cones
- Personal care items such as toothbrushes, toothpastes and disposable razors
- Film developing
- Candy and snacks
- Newspapers
- Olympic postcards
- Sam the Olympic Eagle* dolls
- Olympic T-shirts
- Olympic pins
- Olympic hats
- Olympic sports bags
- Olympic towels
- Olympic pens and pencils
- Olympic keychains
- Olympic stationery

Certain items were hard to keep in stock, such as Postcards (more than 160,000 were sold), *Sam the Olympic Eagle* dolls, Olympic pens and pencils and Olympic pins. These items were purchased in large quantities by a number of residents and should be stocked in adequate supplies. Purchases of between 50 and 100 of the same items were common.

The dry cleaners/laundry offered dry cleaning, laundry, pressing and alterations. The services were offered on a one day turnaround as long as the garments were brought in before 1300 hours. The shop was open from 0900-2100. The most used service was dry cleaning, with laundry second. Village residents, LAOOC staff and contractors were permitted to use the facility.

Laundry service needs were not high since many residents used the village washers and dryers which were available at no charge. Requests for alterations peaked with Opening Ceremonies. The level of services seemed adequate for the village. Peak use hours were 0900-1200. Because of early training hours, the facility could have opened as early as 0730.

The hair salon was operated by Vidal Sassoon and offered the following services:

- Haircuts
- Hair styling
- Permanents
- Tinting
- Makeovers

These services were offered daily from 0900-2100 and were free of charge. The salon was widely used by village residents with women using it to a greater extent than men. Most clients chose to get their hair styled. At each village there were seven styling chairs, a reception area, a two-sink washbowl and a storeroom changing area. The receptionist booked appointments, completed appointment cards and directed people when they came in for their appointments. The assistants were responsible for shampooing, assisting stylists and clean-up. The salon was very popular and was fully booked for the period of operations. The only slow period was the first couple of days of village operations. During the last three weeks, the salon could have used additional stylists since they were fully booked a week in advance.

The national parks display created by the United States National Park Service showcased the scenic wonders of the national parks. Through the use of banners, pictures, park rangers, brochures and computers, information was given to the village residents. The display was staffed from 0900-1200. The most popular aspects of the display were the pictures, brochures and the park rangers in their uniforms. Some residents planned visits to the national parks with the aid of park rangers.

A multilingual computer software package allowed users to view or print out national park information in English, French, German and Spanish. This display was well received and functioned like a gallery. Because it was free standing and open, people could go through at their own convenience. While not an essential service, the display did offer a different type of diversion for the village residents.

The United States Postal Service operated the post office as a full retail unit offering:

- Stamps
- Parcel post
- Express mail
- Insured, registered and certified mail
- Philatelic items
- Silver Olympic coins

The post office was open from 1000-1900 hours daily. Most transactions involved stamp sales and postcards had the highest mailing volume. Special Olympic commemorative stamp books, silver Olympic coins and Olympic postcards were popular. This service was open to anyone living or working in the village. Three postal windows were in operation inside the postal unit and a glass countertop was used to display commonly requested items. The postal clerks rang up the transaction and it was displayed on a

readout to the side of the counter. A mail collection box was setup outside the postal unit.

The postal staff could have been increased by two clerks during peak periods. The volume of business was very high with transactions at each village totaling \$10,000 on some days. The peak use times tended to be between 1000 and 1300 hours, however, there was a steady flow of customers throughout the day. While postcards and letters accounted for the highest mail volume, packages accounted for an increasing volume as the end of the Games approached. The post office could have opened at 0700 to accommodate the early training and competition schedules. Lines formed daily at the postal unit prior to the 1000 opening.

The travel service was jointly operated by American Express, United Airlines and the LAOOC. The following was offered:

- Buying and selling of traveler's checks
- Advancing cash to eligible recipients
- Arranging land tours, accommodations and land transportation
- Arranging or confirming airline tickets
- Tracing lost luggage
- Completing departure information

The operating hours were from 0900-2100. Widely used services included buying and selling of traveler's checks, arranging and confirming airline tickets and assisting with departure information. Brochures and discount coupons for local and national attractions were displayed in racks. With the exception of lost luggage and cashing or buying of travelers' checks, activity in the office was slow for the first two weeks. There were only a few inquires about local points of interest. Requests and bookings increased as Closing Ceremonies approached.

Atari designed and provided games for the video arcade. The 22 video machines at USC and UCLA and 10 at UCSB were occupied from the moment they opened to the moment they were closed. Not only were all games in use, but there were usually friends watching friends play, or athletes lined up waiting for their turn at the games. The scheduled hours of operation for the video arcade were 0900-2100. This lasted for approximately two nights and then the hours were changed to 0900-2330 at USC and UCLA. The rooms were popular and crowded and it made sense to keep them open as long as possible.

One attendant was assigned to each arcade room. The attendant provided instruction on the video games and monitored their use. An attendant was unnecessary, but it was important to have someone from the Main Street staff check the room periodically to see if any machines were broken and to make sure that LAOC staff did not use the video machines. In retrospect, the number of video games could have been doubled and there still would have been overcrowding.

15.08.5

Recreation facilities

Each village provided recreation equipment and facilities for the village residents. Facilities used for recreation included a swimming pool, sauna/massage area, video viewing rooms and a weight room. The front desks of each residence hall checked out recreation equipment to the residents. The types and quantities of recreation equipment provided at each village included:

Table games

Item	Quantity
Monopoly	16
Kahala	16
Checkers	16
Chess	16
Dominoes	16
Backgammon	16
Scrabble	16
Playing cards	36
Table tennis equipment	10
Table tennis balls	100
Table tennis paddles	8
Table tennis tables	8
Pool tables	10
Pool equipment:	
Cue sticks	28
Pool ball sets	10
Racks	12
Repair kit	
Chalk	
Bridge	10

Outdoor games

Item	Quantity
Frisbee	16
Horse shoes	6
Tennis racquet	16
Tennis balls	300
Badminton set	10
Shuttle cocks	60
American footballs	12
Rugby balls	12
Soccer (foot) balls	24
Volleyballs	10
Volleyball nets	5
Basketballs	16

Athletes could check out recreation equipment 24 hours per day at the front desks, except for pool and table-tennis equipment. This equipment could only be checked out between 0800 and 2300 so noise in the residence halls was minimized during sleeping hours. The pool and table-tennis equipment was the most heavily used. A few chess and pool tournaments were organized for interested residents.

Swimming and sunning facilities were provided for all village residents. At UCSB, the pool was outside the village area. The initial operating hours for the pool were from 0900 to 1930. Many requests were received to open the pool earlier and it was changed to 0600 one week after the village opened. The pools were used heavily during the entire period of village operations.

A temporary facility was built for the sauna/massage area. Three portable 10-foot by 10-foot saunas were brought into the village and placed adjacent to the massage area. The massage area was a tented structure, enclosing two dressing rooms (men and women), five rooms for private massages and an office. Each dressing room had chairs, a metric weight scale and lockers for athletes to store their clothes. Each massage room had a massage table. Massages done in this area were for relief of tension and general stress. An injured athlete was sent to the polyclinic for treatment. Three portable saunas, two for men and one for women, were constructed adjacent to the massage facilities. Each sauna could hold up to 10 persons.

The sauna/massage area operated from 0700 to 2200. The area operated on a "first-come, first-served" basis. As demand for massages increased, it became necessary to schedule athletes for 15 to 20 minute massages. The saunas remained on a "first-come, first-served" basis. There was a heavy demand for these services.

Video tapes of competition events and Opening and Closing Ceremonies were produced by the Main Press Center staff from the host broadcaster's feed. Tapes were shipped by the Press Operations Department twice a day to each Olympic village. Video viewing

rooms were open from 29 July to 15 August and provided athletes an opportunity to view tapes of the Games. During the two weeks of village operation prior to 29 July, athletes could view their own competition or training tape in these rooms. The video viewing rooms were in continuous use and were very popular. Heaviest usage was in the early morning and early evening through closing. Athletes were waiting each morning for the rooms to open and most evenings athletes continued to view tapes until 2200 or 2300. During peak viewing periods at each village an average of 300-400 athletes used the room.

It would have been beneficial to the athletes to have had larger viewing rooms with expanded operating hours. There was enough demand to warrant and utilize more than 10 video-cassette players. The concern with a larger operation was the security of the tapes, however, capturing accreditation badges in exchange for tapes worked effectively. The need for "team" viewing rooms was not fully thought out before the Games began. It was inevitable that teams would want to check out tapes and view them privately. This was accommodated by having the teams reserve a conference room through the NOC service center.

A weight room was provided for athlete use as a supplement to sports training. Existing weight rooms were used at USC and UCLA while a temporary weight room was constructed at UCSB. The weight room operated from 0700 to 2200. Heaviest use was early morning and late afternoon through the evening. There were usually two weight room attendants on duty. Two were necessary during heavy use hours to help the athletes with unfamiliar equipment. The weight room was frequently used. No towels were provided to the athletes in the weight room.

15.08.6

Religious services

Cooperating with the Interreligious Council of Southern California, the LAOC provided worship services, hospitality and counseling from five major faith traditions: Islam, Protestant, Roman Catholic, Judaism and Buddhism. Within each center there were hospitality lounges, a Christian Science reading room, a Buddhist meditation room, an Islamic mosque, one non-denominational chapel and the religious services office. The lounges and meditation rooms were open from 0830-2300 hours each day. The mosque, Christian Science reading room and the sanctuaries in the Roman Catholic church and the Protestant church were open 24 hours.

Worship services were offered daily at 0730 and 1730 and masses were held at 0730, 1200 and 1700. Buddhist meditation was held on Wednesdays and Fridays at 0730 and Shabbat services were Friday evenings and Saturday mornings. All services were publicized on the EMS and flyers were distributed at all information kiosks.

During the first two weeks the villages were open, residents visited the lounges to talk, but no formal counseling was required. There was very little interest in communal celebrations of prayer, but individual, private prayer in chapels, mosques, meditation rooms and lounges was observed. Since many staff members wore traditional clerical dress or traditional costumes, the ministry in the village was evident. Athletes approached them and spoke with them as they walked around the village. After competition began, an increase in the attendance at worship services was noticed. Since the athletes' training schedules conflicted with scheduled worship times, attendance before competition was complicated. Athletes picked up Bibles that were provided in many languages and came in to discuss issues of faith. Those from the Islamic tradition used the mosque at scheduled prayer times and required a much larger mosque for the traditional Friday prayer. At all three villages the religious services program was not as heavily utilized as had been expected.

15.08.7

Tickets

The ticketing operation located on the village Main Street at USC and UCLA was responsible for dispensing the required tickets to Olympic Family members and to village athletes on a complimentary basis.

15.08.8

Village newspaper

The "Villager" was the newspaper for all three villages. Twelve editions were published including one every other day after the Games began. It was distributed to the information kiosks, the housing lobbies and the mayor's office. The paper dedicated one page to each village and the remaining eight pages contained general information. Unfortunately, the paper was laid out so that it was difficult to tell that a village-specific page ended and that other information applied to all three villages.

Housing of Olympic Athletes and Team Officials (Villages)

15.09 Housing at sites outside of the Los Angeles area

Small villages were established at the outlying football sites in Palo Alto, California, Annapolis, Maryland and Cambridge, Massachusetts. At these sites the teams were accommodated as follows:

Cambridge

Harvard University's Quincy House
Norway
Cameroon
Canada
Iraq

Annapolis

Annapolis Hilton Hotel
Yugoslavia
Chile
France
Qatar

Palo Alto

Stanford University's Branner Hall
Federal Republic of Germany
Egypt
USA
Costa Rica

Security and access control were conducted at these sites in the same manner as at the villages in Los Angeles. One of the most difficult problems at these outlying villages was controlling journalists who often attempted to enter the athletes' dining and sleeping areas. Media interest was particularly strong since these were the only Olympic activities in communities outside of Southern California.

Food services at Stanford and Harvard were operated by the universities and at Annapolis by the hotel. Video movies, television viewing rooms and games were available for the athletes' entertainment.

15.10 Summary and recommendations

The housing of the athletes and officials in three separate villages worked successfully. Athletes at each village had the opportunity to meet and interact with participants from other countries. A significant diversity of cultures and nationalities existed at each village to give them an international flavor. The services offered at the villages proved to be exactly what was needed. There were no indications from the athletes that they felt something had been missing from their village experience. Team officials appreciated having their teams housed together and also appreciated the facilities offered at the NOC service center. Those organizing village-type housing in the future should consider the following points:

The village mayor concept worked very well. Management of all the villages went smoothly which can be attributed to strong mayor/village administrator management teams. The mayors functioned as the senior officers of the villages with overall operational responsibility but focused mainly on the day-to-day ceremonial duties. The village administrators were responsible for conceptual planning and Games operations. This team effort is necessary since the combination of ceremonial and operational duties would have been too much for one person to manage over a 40-day period.

It is essential for the village housing operations to have strong ties with the athlete in-processing and accreditation operation. This is necessary to ensure that there is clear communication regarding team sizes, male/female ratios and expected village arrival times.

The LAOOC continually sought detailed team information from all the NOCs that planned to attend the Games. This data proved difficult to gather but valuable once it was acquired. The information was solicited through questionnaires sent to the teams and through interviews with NOC representatives in January 1983. The interviews proved to be the most informative and were valuable in the conceptual planning for the villages. Though most of the data was not entirely accurate, it gave the planning teams a much better picture of what to expect. Questions included:

- Expected team size for each sport with estimates of the number of competitors, officials and support staff broken down by sex
- Extra officials and their accommodations needs
- Arrival and departure dates
- Training needs prior to the opening of the villages
- Estimates of sports equipment to be brought to the Games
- Medical equipment to be shipped
- Special food requests or dietary restrictions and food to be shipped to the village
- Telephone needs
- Transportation needs
- Storage space needed
- Office equipment needs
- Bed size requirements
- Cultural interests regarding music and films
- Village preference

The welcoming ceremonies proved successful and a special ceremony for each NOC should be continued. Special attention should be paid to inviting all team members to the ceremony and, if possible, to the reception afterwards.

The move in periods, especially during the week prior to Opening Ceremonies and the move out period during the last week of village operations proved to be the most difficult for village staff. Careful preparation is necessary to ensure move in and move out proceed smoothly.

Early identification and accreditation of all staff is essential prior to the opening of the village. This may appear self evident but the LAOOC failed to do this adequately, making it difficult to secure the villages early. It would be best to have all staff accredited one week before the villages open.

Guest pass limitations for the NOCs, especially the larger ones, should not be too restrictive. The larger NOCs of 400 or more participants were allowed only nine or ten guest passes, which created difficulties on occasion. Roughly two passes for every 25 participants would have struck a better balance. Allowing teams the flexibility to have the mayor sign for additional passes was a worthwhile alternative.

The NOC service center concept was extremely successful and appreciated by all team administrators. Use of a service center should continue so that all team administrative needs are located in one central area.

Office space, particularly for the larger teams, was essential. The facilities and space provided by the LAOOC satisfied all team needs and a similar set up is recommended to future organizers. Media access to the village should have been less restrictive. A better balance would have allowed journalist access to the common areas of the village such as Main Street and the training sites. Media should continue to be excluded, except under special circumstances, from the residence halls and athlete dining areas. Village press passes should allow access for a certain time period, perhaps two or three hours.

Athletes should be accommodated two to a room whenever possible. Larger, apartment style facilities proved inefficient for team space allocations, despite the increased space they provided.

16

Housing of Dignitaries, Sponsors, Sports Officials and Guests (Accommodations)



1

1 The Biltmore Hotel, site of the IOC headquarters.

16.01 Accommodations concepts and policies

The Organizing Committee was responsible for finding suitable housing and making it available to members of the Olympic Family during the Games. The Olympic Family is a generic term for various groups of individuals who are involved with the Olympic Games. For the 1984 Games, this group consisted of International Olympic Committee (IOC) members and guests, National Olympic Committee (NOC) members and guests, accredited journalists, Olympic Organizing Committee (OOC) representatives for the 1988 Olympic Games and Olympic Winter Games, Organizing Committee sponsors, patrons and special guests, including government officials.

To accomplish this difficult task, the LAOOC concentrated its efforts on two primary resources: Southern California's large hotel and motel industry and local universities and colleges for less expensive campus housing.

The first step was the formation of the Official Olympic Hotel Program in 1980. Besides being the instrument for the acquisition of sufficient housing for members of the Olympic Family, this program was designed to facilitate goodwill between the LAOOC and the hotel industry in Southern California. It assured a good occupancy rate during the Games period for the industry in return for a guarantee to hold rates to those charged during the first six months of the Olympic year.

Based upon estimates made from studies during the beginning stages of planning, the LAOOC's goal was to acquire 20,000 hotel rooms and an additional 4,500 beds through campus housing. As the Games grew nearer, however, it became evident that this estimate was high and that the Olympic Family would require only 16,000 hotel rooms. At the time of the Games, the Organizing Committee had acquired 17,362 hotel rooms and 4,265 campus beds.

The LAOOC never took an active role in housing Olympic spectators and visitors but did, however, help establish and cooperate with a coalition of 13 area visitor and convention bureaus. The Organizing Committee forwarded all visitor requests for information about hotel rooms and private home rentals to the coalition for response and action.

The coalition consisted of the Anaheim Visitor and Convention Bureau, the Beverly Hills Visitors Bureau, the Buena Park Visitor and Convention Bureau, the Burbank Chamber of Commerce, the Long Beach Convention and Visitors Council, the Greater Los Angeles Visitors and Convention Bureau, the Newport Beach Convention and Visitors Bureau, the Oxnard Convention and Visitors Bureau, the Palm Springs Convention and Visitors Bureau, the Pasadena Convention and Visitors Bureau, San Diego Olympic Information, the Santa Barbara Conference and Visitors Bureau and the Ventura Visitor and Convention Bureau.

16.02 Acquisition of accommodations

16.02.1 Determining housing needs

The Accommodations Department worked closely with other LAOOC departments and was dependent upon them for information to process Olympic Family member accommodations requests. It could not make the necessary hotel reservations until it received accurate estimates from various departments, such as Press Operations, Corporate Relations, the sports departments, NOC services and Protocol.

All media requests were made on the Press Application for Accreditation sent directly to Press Operations which made housing assignments manually and forwarded its reports to Accommodations where the appropriate individual or group reservations were made.

The housing needs of the 23 International Sports Federations (IFs) were determined through questionnaires sent by each of the Organizing Committee's respective sports departments. Although detailed information was sparse, enough was furnished for the Accommodations Department to estimate the IFs' needs.

LAOOC sponsor and supplier needs were relayed to Accommodations from the Corporate Relations Department and included guest and hospitality rooms as well as accommodations for sponsor staff and technicians. Allocations were determined by the senior management of the Organizing Committee. Specific assignments were made by Accommodations in conjunction with Corporate Relations. Many sponsors and suppliers had greatly overestimated their housing needs and were unable to use some of the hotel rooms they had paid for. NOC Services mailed a letter and Biltmore Hotel questionnaire to the president and secretary-general of each NOC on 1 February. The letter informed them that rooms were being held for them at the Biltmore Hotel and

that they must complete the questionnaire and return it, together with a 20 percent deposit, prior to 1 March to reserve the rooms. They were also informed that a limited number of rooms were available at the Biltmore for special guests of NOC presidents and secretaries-general which could be reserved by means of the enclosed questionnaire.

The Protocol Department distributed a Biltmore Hotel questionnaire to each IOC member at the Olympic Winter Games at Sarajevo, Yugoslavia and requested it be completed and returned to the Organizing Committee's protocol representative in Sarajevo no later than 17 February 1984. The questionnaire also provided for accommodations for an accredited guest for each IOC member, as specified in the Olympic Charter, and included information regarding the availability of accommodations for additional guests. IOC members were informed that payment in full for additional rooms must be received by the Organizing Committee by 15 May.

16.02.2

Official hotel program

The cornerstone of the Organizing Committee's official hotel program was the hotel agreement. The signatories of the agreement were the LAOOC and either an independent hotel or a conglomerate of hotels managed by a hotel company. The following conditions were highlighted in the agreement:

- The hotel(s) agreed to rent 80 percent of the total rooms of the property to the Organizing Committee which, in turn, would rent them to members of the Olympic Family.
- The Organizing Committee guaranteed it would rent all contracted rooms for the 17-night period of the Games, from 27 July-12 August 1984.
- The hotel(s) agreed to charge a rate equal to the average regular rate charged from January to June 1984. The Organizing Committee agreed to direct all pre-Olympic hotel business to official Olympic hotels.
- The Organizing Committee agreed to allow official Olympic hotels the right to purchase tickets for guests staying in the remaining 20 percent of the rooms, thereby allowing those tourists staying at the hotels the opportunity to purchase tickets for the Games.



2



3



4

2 The Biltmore Hotel, site of the 88th Session of the IOC.

3 The Marina City Club, an Official Olympic Hotel.

4 The Los Angeles Airport Hilton, one of the LAOOC's 72 Official Olympic Hotels.

Housing of Dignitaries, Sponsors, Sports Officials and Guests (Accommodations)

From its inception, the LAOOC recognized that acquiring accommodations for the Olympic Family was an essential element of staging the Games and had to be successfully accomplished well in advance of the event. Therefore, during the early years of its existence, the LAOOC launched its hotel program and canvassed Southern California for high quality hotels and motels that were large enough to accommodate groups of Olympic Family members and were in close proximity to Olympic venues.

The Organizing Committee was particularly successful in accumulating much of the quality room space in downtown Los Angeles which was a key area for two reasons. First, because of the close proximity of the Coliseum, the Sports Arena and the USC athletes' village, the downtown area was at the center of the Games, and, second, by controlling the bulk of the downtown hotel space, the Organizing Committee and the traffic planners were able to manage the flow of downtown traffic during the Games.

For the most part, the hotel program was completed by December 1982 when a hotel steering committee was formed. At that time, the LAOOC had reached agreement with a majority of the official Olympic hotels. The final total of official hotels was 72, though at one time the total was 78.

The steering committee, which consisted of representatives of the official Olympic hotels and four Organizing Committee staff members, met three times. At the meetings, members discussed Olympic business and Organizing Committee policy as it related to the hotel industry. Among the items discussed were ticket needs, payment schedules and room releases.

Since the Organizing Committee valued good relations with its official hotels, many of which were affiliated with the Olympics for more than two years, it appointed a hotel administrator to maintain management contracts with the hotels. This was an important position because of the transient nature of the hotel industry. As it was, there were several ownership turnovers at official hotels and it was the job of the hotel administrator to maintain the integrity of the agreements.

The 72 official Olympic hotels were located throughout the Olympic area, giving Olympic Family members the opportunity to be housed in close proximity to venues and Olympic areas of their choice. Of the 17,362 hotel rooms, 34 percent were located in downtown Los Angeles, 23.1 percent near the Los Angeles International Airport, 16 percent in Orange County,

11.1 percent in or near West Los Angeles, 6.5 percent in Long Beach, 4.2 percent in Pasadena, 2.7 percent in the San Fernando Valley, 1.6 percent in the Santa Barbara-Lake Casitas area and .4 percent in San Diego. A room breakdown by area is as follows:

- Downtown, 5,910 rooms
- Los Angeles International Airport, 4,014
- Orange County, 2,786
- West Los Angeles area, 1,930
- Long Beach, 1,145
- Pasadena, 739
- San Fernando Valley, 478
- Santa Barbara-Lake Casitas area, 290
- San Diego, 70

The following is an alphabetical listing of the official Olympic hotels, including the number of rooms available to the Organizing Committee and the contracted room rates:

Hotel	Rooms available	Rates
Airport Park Hotel	135	\$118
Ambassador Hotel	167	136
Anaheim Hotel	210	125
Bel Air Sands	130	141
Beverly Wilshire	397	218
Biltmore Hotel	900	160
Bonaventure Hotel	988	141
Buena Park Hotel	256	72
Casa Sirena	180	84
Coto De Caza (beds)	150	65
Coto De Caza (rooms)	28	150
Disneyland Hotel	888	131
El Encanto Hotel	65	150
Figueroa Hotel	105	102
Golden Lion	54	96
Golden Sails	80	90
Hacienda Hotel	90	94
Airport Hilton	1,000	116
Beverly Hilton	427	138
Hilton At The Park	132	89
Los Angeles Hilton	824	124
Oxnard Hilton	45	104
Pasadena Hilton	200	135
Queensway Bay Hilton	45	126
San Fernando Valley Hilton	45	101
University Hilton	199	130
Holiday Inn/Brentwood	135	102
Holiday Inn/Chinatown	80	85
Holiday Inn/Convention Center	130	89
Holiday Inn/Downtown Los Angeles	140	80
Holiday Inn/Hollywood	268	105
Holiday Inn/Los Angeles International Airport	204	98
Holiday Inn/Long Beach	59	86
Holiday Inn/Pasadena	250	124
Holiday Inn/Santa Monica	100	98
Holiday Inn/Van Nuys	70	86
Holiday Inn/Woodland Hills	47	86
Hyatt/City of Commerce	206	125
Hyatt/Edgewater	189	94
Hyatt/Los Angeles International Airport	430	141

Marriott/Anaheim	245	107
Marriott/Los Angeles	566	124
Marriott/Marina Del Rey	193	109
Marriott/Newport Beach	85	133
Marina City Club	80	173
Marina Del Rey Hotel	130	124
Mayflower Hotel	264	99
Milner Hotel	72	90
New Otani	300	119
Newporter Inn	244	111
Olympian Hotel	20	67
Pacifica Hotel	261	131
Park Sunset	26	70
Queen Mary Hotel	250	101
Ramada Inn/Anaheim	100	69
Ramada Inn/Long Beach	94	93
Sheraton/Grande Hotel	376	130
Sheraton/Huntington	228	120
Sheraton/Plaza La Reina	500	130
Sheraton/Towers	360	125
Sheraton/Universal	262	124
South Coast Plaza	313	153
Travelodge	335	108
International/Los Angeles International Airport		
Western Inn	61	83

16.02.3 Campus housing program

The campus housing operation was set up to provide accommodations to members of the Olympic Family that were less expensive than hotel accommodations and were in close proximity to their work areas.

The LAOOC acquired 4,265 beds on five campuses: Loyola Marymount University (728 beds), Pepperdine University (1,532), Mount St. Mary's College (298) Occidental College (1,007) and the University of Southern California apartments (700). Reservations were made per bed, not per room, and averaged \$35 per night. Most rooms contained two beds.

While each of the campus housing contracts was different, they fell into two major categories: one was an agreement between the Organizing Committee and the college or university as a housing site only and the other was with the college or university as a housing site within a venue. The contracts with Occidental College and Mount St. Mary's College fell in the first category, and those with Pepperdine University, the University of Southern California and Loyola Marymount were in the second. Each agreement specified the number of beds and usually covered a 30-day period, from 15 July to 14 August, with provisions for early arrival, if needed.

A front desk operated 24 hours a day at each campus housing location. Each was staffed by a campus administrator, an assistant administrator and a number of room clerks who were divided into three eight-hour work shifts. There were 14 clerks at Pepperdine, 11 at Mount St. Mary's, 10 each at Occidental and Loyola and seven at the USC apartments.

The following services were provided by the front desk personnel:

- Guest registration
- Mail
- Telephone messages
- Lost and found
- Nightly room audits
- Collection of all fees, including charges for lost keys, room damage and extended stays
- General information

A wide range of housekeeping services was provided daily at each campus housing area-making the beds, cleaning rooms and bathrooms, vacuuming hallways and public areas and replenishing toilet articles and linens. Twice a week, housekeeping personnel replaced bed linens and vacuumed the guest rooms and thoroughly cleaned all bedrooms, living quarters and bathrooms.

Either the LAOOC or the respective college provided blankets, reading lamps, tissue paper, plastic cups, wire hangers, bars of soap, ash trays and baskets for guests. Ice buckets were provided at Occidental College only and televisions were installed at each facility in selected common areas.

Also distributed were information packages which contained house rules, transportation schedules, emergency information, a campus map, lost key charge policy, available food services, gift shop areas (where applicable), security suggestions, campus facilities locations (telephones, vending machines and laundry), housekeeping information, check-out procedures, damage liability policy, lost and found policies, and mail and message center procedures.

The front desk personnel maintained contact with other Organizing Committee operations that affected and influenced their operation and were apprised of important Games information to pass on to the guests. This information included facts and updates regarding transportation and competition schedules, food services, health services and emergency procedures, language services, financial services and all other information pertinent to the guests' stay. The campus housing staff also coordinated the transportation of its guests—many of whom were sports federation officials, LAOOC staff and journalists—with the Transportation Department.

Although the Organizing Committee did not intend campus housing to equal the standards of hotel accommodations, it, nonetheless, anticipated and received complaints from some guests regarding conditions, such as sharing bathrooms and the lack of telephones, televisions and air-conditioning. These complaints, however, were not as great or as severe as feared. Dissatisfied guests had the option of upgrading accommodations to hotels if they wished, provided they paid the increased rate.

Overall, campus housing ran smoothly and the great majority of the guests were pleased with the accommodations, the cost and the services provided.

Staffing requirements were overestimated by the Accommodations Department. The check-in period was extremely busy and required all the manpower that the campus housing operations had at its disposal, but after that, business slowed considerably. There were two clerks scheduled per shift, but only one was needed.

The overall quality of the work accomplished by the clerks was excellent. While they adhered closely to written procedures, they proved to be flexible when necessary and applied common sense solutions to problems that were not anticipated. The recruitment of staff from the

respective campus locations was successful in that it assured that employees would be familiar with the housing sites and concerned with the campuses they were representing.

16.03 Assignment of groups

The total of accommodations assignments—including both hotel rooms and beds at the campus housing sites—was 19,332. A breakdown of those assignments by groups is as follows:

Group	No. of Rooms	Percent
Sponsors	5,841	30.2
Electronic Media	4,097	21.1
Organizing Committee staff	2,729	14.1
Print media	1,974	10.2
Suppliers	1,259	6.5
IFs	1,093	5.6
Government officials	774	4.0
IOC, NOCs, Olympic Organizing Committees, extra officials	629	3.2
Patrons	70	0.3
Others	866	4.4

Organizing Committee staff assignments were paid for by the LAOOC and groups included were: Organizing Committee staff whose jobs required that they live in close proximity to their jobs during the Games, ceremonies' technicians and band members, domestic federation officials and delegates, interpreters and handicapped Olympians.

16.03.1 Systems used to monitor and assign accommodations

The LAOOC's Accommodations Department utilized two computer software systems to manage its operations successfully: the Personal File System (PFS) to control and track all housing inventory data and the Hotel Reservations and Guest Accounting Program to maintain the status of housing assignments for Olympic Family members.

The PFS system, known as the "bible" by department personnel, was introduced in December 1983. It was especially flexible and gave Accommodations the ability to report data in numerous formats, including inventory by hotel, groups and group types.

The LAOOC installed the IBM System 38 in June 1983 for its accommodations operation and converted the Hotel Reservations and Guest Accounting Program to manage Olympic Family inventory, reservations and deposits. Basically, the program was designed to handle a single hotel-to operate a hotel's reservations, front office system, accounting procedures, night audits, housekeeping tasks and inventory and the food and beverage cashier system. Accommodations utilized those aspects of the program

that applied to its needs and modified it to service multiple hotels.

The program had the capability to reserve accommodations for individual Olympic Family members as well as for groups and to track and update all deposits. It was also modified by Accommodations to monitor the number of rooms available by assigning Olympic Family members through a group code system-to available hotel space. The computerized inventory was derived from the information stored on the PFS inventory report.

All reservations entered into the system included the following data:

- Arrival date
- Departure date
- Number of persons
- Organizational affiliation code
- Hotel code
- Room type
- Room quantity
- Room rate
- Name (last, first, title)
- Address (city, state, zip code, country)
- Organizational affiliation

Based upon data entered, the program calculated the deposit due and generated a written confirmation/deposit request which was mailed to the appropriate party. The program also was capable of posting and tracking deposits-which were accessible only by a security code—and generating updated confirmation/deposit requests to advise the guest of any balance still due or to confirm payment in full.



5 Loyola Marymount University, one of the sires for Olympic campus housing.

Housing of Dignitaries, Sponsors, Sports Officials and Guests (Accommodations)

The program was capable of generating numerous management reports, but only two, the "Future Delegate List" and the "Expected Arrivals By Hotel," were pertinent to the housing of Olympic Family members. The "Future Delegate List" reported all reservations by group and in alphabetical order. It also listed the total cost to each group, the amount paid and the balance due. Accommodations, Finance and Internal Audit used this information to monitor the status of housing accounts.

The "Expected Arrivals By Hotel" listed all arrivals in alphabetical order and was the rooming list that the Organizing Committee provided to the official Olympic hotels. It was also used to review hotel-by-hotel deposit information.

16.03.2 Assignment dates and dissemination

Accommodations set timelines for all goals and responsibilities of the hotel and campus housing operations and met all of them successfully except for those pertaining to payment requests and confirmations which in some instances were late by as many as 30 to 45 days. There were numerous reasons for these delays, one being the difficulty in sending payments through the international mail, another being the slowness with which some of the necessary housing information was gathered and still another was the dilatory response of Olympic Family members. Nonetheless, Accommodations overcame the delays with hard work and ran a successful housing operation.

The original goal of the Organizing Committee was for all Olympic Family members except print journalists to pay a 20 percent deposit on all accommodations by 1 February and to pay in full by 1 April. Print journalists were asked to pay a seven-day deposit by 1 February and the balance upon arrival in Los Angeles. However, the Organizing Committee did not begin mailing deposit request/questionnaires to Olympic Family members until January and February which made it almost impossible to make its own deadlines.

16.03.3 Assumption of agreements by groups

All sponsors, electronic broadcasters and governmental agencies signed an *Assignment, Assumption and Release Agreement* that established the accommodations liabilities of the Organizing Committee, the "Official Olympic Hotel" and the member of the Olympic Family. In this agreement the

LAOOC assigned all or a portion of its hotel room inventory to the Olympic Family member. The hotel and the Olympic Family member, in turn, agreed to transfer all financial obligations and contractual liabilities from the LAOOC to the Olympic Family member.

16.03.4 Collection of deposits and closure of liability

The LAOOC demanded full pre-payment of accommodations prior to the arrival of all Olympic Family members except for members of the written press who were required to pay a seven-day deposit by 1 February 1984 and the balance upon arrival.

Collection was difficult because of the large number of international organizations involved and the diverse methods of payment. Almost every organization had its own particular system for paying the bill. It was not unusual, for example, for an Olympic Family member group to be responsible for some of its delegates' payments and for the Organizing Committee to be responsible for the rest.

The LAOOC's original payment schedule requested Olympic Family members to make a 20 percent deposit based upon estimated hotel room rates by 1 February 1984 and to pay in full no later than 1 April. The written press, technicians and some suppliers and National Olympic Committees (NOCs) paid the majority of their deposits on time, but the overall payment schedules of the NOCs, IFs and the IOC were redesigned out of necessity.

In all cases, pre-payment billing was based on a 17-night minimum stay, unless the LAOOC was notified of early arrivals in advance. In those situations where it was necessary to change arrival dates shortly before the start of the Games, the difference in payment was collected at the in-processing centers.

In a deposit request/questionnaire sent to the NOCs in January, the LAOOC requested that the 20 percent deposit be paid by 1 March. But because of problems encountered with international mail service and the complicated process of sending money out of some countries, the deadline was extended.

The LAOOC posted the deposit against the account when it arrived and entered the reservation in a computerized accounting system. The LAOOC then mailed a confirmation notice to the NOC and requested full payment by 1 April. The same difficulties were encountered again and forced the extension of more deadlines. Some NOCs, it turned out, did not make full payments for accommodations until arrival in Los Angeles.

Collecting room payments from the IFs was even more difficult because of the complexity of payment responsibilities. Determining who was responsible for payment within some IFs was so difficult that the LAOOC didn't even bother to request room deposits. In those cases, only a request for full pre-payment was issued.

Part of the confusion was due to the fact that IFs were responsible for the rooms used by their international delegates, while the Organizing Committee paid for rooms used by two technical delegates of each IF and all domestic officials. In instances where an IF president or secretary-general also was an officer or member of an NOC or the IOC, his room obligations were picked up by either the NOC or IOC.

Billing of IOC members was particularly difficult since a decision regarding which members were to receive the Olympic Charter-mandated rate and which were assigned a single rate for a double room had to be made. Also, IOC members who requested suites were responsible for paying the difference between the charter rate and the suite rate. All IOC billing and collecting was done on an individual basis.

Upon receipt, deposits and full payments were entered into the computer and a confirmation generated. The system was capable of printing nine different texts on the confirmation forms and reflected the status of each account, to include:

- Request for 20 percent deposit
- Received deposit, request for full payment
- Request for full payment
- Full payment received, reservation confirmed
- Payment not received, reservation cancelled
- Re-confirmation

16.03.5 Room returns and covering payments by the Organizing Committee

Through the success of the hotel program, the LAOOC realized its original goal as early as 1 April 1983. The program produced 19,563 rooms for Olympic Family members in a total of 78 hotels throughout Southern California.

When the LAOOC realized it had over-estimated its needs, it began reducing the number of rooms. Several factors were involved in the Organizing Committee's success in this venture. They were:

- Release agreements negotiated with those hotels that wished to be absolved of their obligations
- Ownership changes at hotels where the new owners refused to comply with the terms of the Organizing Committee's hotel agreement
- Success in dropping undesirable properties from the hotel program

These factors more than compensated for room additions generated by new official hotels and renovations at existing official hotels.

16.04 Liaison with hotels

Eight hotel liaisons were added to the Accommodations Department staff on 1 June 1984 to establish a working relationship with each official hotel and to maintain an accurate accounting of rooms. The 72 official hotels were divided into eight geographical areas, meaning that approximately nine hotels were assigned to each liaison officer.

The liaison officers acted as the conduits for all communications that passed between the hotels and the Organizing Committee dealing with hotel payments, total room block, early arrivals, reservation changes, late departures and numerous day-to-day problems.

The liaisons handled all changes and protected the LAOOC's interests by making sure that no unauthorized incidental charges or room additions were applied to the master accounts. The liaisons called Accommodations' headquarters at the Main Press Center (MPC) each morning during the Games to verify changes. They also reported there in person on occasion to pick up paperwork and the most recent computer printouts that related to their hotels.

16.05 Operations during the Games

The Accommodations and Finance Departments of the LAOOC worked closely together during the in-processing and registering of Olympic Family members upon their arrival in Los Angeles for the Games. Accommodations staff was responsible for verifying Olympic Family members' arrival dates, departure dates, housing locations and payment status.

Registration was conducted at three locations for three separate groups within the Olympic Family. International Sports Federation (IF) officials and NOC delegations were processed at the Olympic Arrival Center (OAC) at the Los Angeles International Airport; print and electronic media were processed at the MPC and presidents, secretaries-general of sports federations and distinguished guests were processed at the Biltmore Hotel.

16.05.1 Collection of payments due

In most cases, the Olympic Family member was required to produce a receipt for housing issued by the LAOOC's Finance Department before being accredited for the Games. Accommodations Department reservation agents and Finance Department cashiers worked together to determine the status of accounts and who was responsible for paying outstanding bills.

It was the policy of the LAOOC to accredit federation officials regardless of the status of their accommodations

account. However, it would not accredit IF presidents or secretaries-general until all of their IF accommodations payments were up to date. All outstanding payments were payable and due at the time the IF secretary-general verified the accuracy of the federation rooming list.

Numerous problems were encountered at the Biltmore Hotel where most accounts were handled individually. Deposit accounts were confusing and, in many cases, inaccurate. Biltmore clients were familiar with the Games and knew they would be accommodated regardless of the accuracy of deposit information.

**16.05.2
Room shifts and changes in arrival/departure dates**

Room assignments were first delivered to the hotels in late 1983 and were regularly revised during the first half of 1984. A complete rooming list was not compiled by the LAOOC until 27 June 1984 and was not delivered to the hotels until 5 July. This list was official and used for all billings except where changes were authorized by a hotel liaison. Changes were entered into the computer system, and reservations change of status forms were generated on a daily basis.

The system ran smoothly and was accepted by the hotels. For its part, the LAOOC was prompt in making payments as they came due to maintain good relations with the hotels and the highest level of service and accommodations for Olympic guests.

At the OAC, Accommodations had little involvement with NOC team delegations, except in cases where the number of a teams' officials exceeded the number allotted to reside in the athletes' village. Those officials, who were the responsibility of the NOC delegation chef de mission, were housed at campus housing sites or hotels. For the most part, those extra officials whose NOC delegations stayed at the USC Village, were housed at the Occidental College housing site, and those whose delegations were housed at UCLA, stayed at Mount St. Mary's College.

Although the LAOOC was seldom informed of the arrival of additional officials, its operation was prepared to handle the situation and did so successfully. After officials were processed and were cleared through Accommodations, reservation agents alerted the appropriate campus of the incoming guest either by telephone or pager. The system worked smoothly.

The second group of arrivals at the OAC was the IF officials, whose reservations had been made by IF presidents or secretaries-general. Most officials required various kinds of reservation changes, either because arrival and departure plans had changed or because groups included additional people. Hotel and campus liaison officers were apprised of the changes and notified the appropriate official hotel or campus housing site.



6

6 Map of the Los Angeles area showing the location of housing for dignitaries, sponsors and guests.

Housing of Dignitaries, Sponsors, Sports Officials and Guests (Accommodations)

In-processing at the Biltmore Hotel was especially time-consuming because of the prominent nature of the guests. Although deposits and written verifications of dates had accompanied all reservations, approximately 75 percent of all Biltmore reservations required changes. Those changes were for one or more of the following reasons:

- Revised arrival and departure dates
- Revised number of guests in the party
- Room rate changed to charter rate or revised because of special status of guest
- IOC payment granted for special NOC delegations
- Pre-payment revised because of rate or arrival changes
- Pre-payment posted to village account instead of Biltmore Hotel account
- LAOOC failed to receive wire of pre-payment (this situation required research by Finance Department personnel)
- Different party responsible for payment
- Guest name spelled incorrectly or not identified in advance

16.05.3

Sale of unused rooms and settlements with hotels

The LAOOC made initial deposits of approximately one dollar per room per night upon signing the original hotel agreements during the period from 1981 to 1984. For those accommodations that were not assumed by other groups, it paid a second deposit-20 percent-upon receipt of the rate verification and room adjustment questionnaire from Olympic Family members.

Full pre-payment for the 17-day period was hand-delivered to each hotel by the liaisons on 27 June, 30 days prior to the arrival of the guests. Liaisons audited the rooms for early arrivals until 27 July, the beginning of the

17-day contractual obligation. On 27 July, charges for early arrivals were calculated and payments made within seven days.

The overall occupancy rate for Olympic Family member accommodations was 87 percent. The LAOOC had limited success negotiating reductions in payments for its unused hotel rooms. In those incidents where hotels would not release the LAOOC from its obligations to pay for unused rooms, the LAOOC made payments in full.

16.05.4

Use of the Biltmore Hotel for the IOC

In 1982, the Biltmore Hotel was selected to serve as the headquarters for the IOC. In the hotel agreement signed with the LAOOC, the Biltmore Hotel agreed to give the LAOOC 90 percent of its rooms, instead of a minimum of 80 percent as agreed to by all other official Olympic hotels. The Biltmore also agreed to make the necessary resources available for the IOC to hold its 88th Session there.

The LAOOC agreed it would occupy all of the Biltmore Hotel's public rooms, thereby denying outside groups access to any Olympic functions held there without the permission of the Organizing Committee. This was necessary to maintain access control at the hotel over sponsor groups and other special interest groups.

The LAOOC had 900 rooms reserved at the Biltmore for a period of 17 days for Olympic Family members and their guests. They included members of the

IOC, presidents of International Sports Federations, presidents and secretaries-general of NOCs and "G" accredited guests including heads of state, ministers of sports and other dignitaries.

The United States Olympic Committee (USOC) had 187 rooms, 50 of which were repurchased by the LAOOC to meet its heavy demands. Nonetheless, 99 rooms went unused during the 17-day period.

As IOC headquarters, the Biltmore Hotel was treated as a venue by the LAOOC. Venue management was responsible for protocol operations and the successful operation of the following departments: Accommodations, Accreditation, Finance, Government Relations, Health Services, Language Services, Material Supply, Press Operations, Security, Technology, Ticketing, Transportation, Travel and the Host/Hostess Program.

16.06 Summary

The LAOOC accomplished its goals of providing suitable housing for Olympic Family members during the Games and maintaining reasonable hotel prices. The high value of the U.S. dollar was felt by all visitors, but through negotiations with its official hotels, the Organizing Committee was successful in stabilizing the rates at those hotels to rates charged during the first six months of 1984.

Although the modified in-hotel computer program used by Accommodations worked well, a more refined, operation-specific system would have worked even better. For example:

- A hotel or airlines reservation system would have been more time efficient and would have eliminated the many useless functions provided by the hotel and guest reservations package.

A well-proven system would include user documentation. The hotel guest program had been recently developed and used at only one hotel before it was adopted by the LAOOC. User documentation was unavailable and was needed.

The program was not capable of assisting in checking in guests and the job had to be done manually. Future use of any system should include the check-in feature.

Accommodations' liaison program was extremely successful, particularly in the key area of maintaining communications between the Organizing Committee and the official hotels.

The campus housing program, in addition to being an operational success, solved many accommodation problems. With its great availability of beds and low cost, campus housing was able to accommodate large groups such as ceremonies dancers, band members, extra NOC officials and Organizing Committee staff members at the last minute.

The Accommodations Department recommends that any future housing operation makes sure it has sufficient staff to handle the financial aspects of the operations and to assist in managing excess inventory. It also strongly recommends that all hotel agreements include a release clause.

17

Human Resources

17.01 Permanent staff of the Organizing Committee

The original plan for staffing of the Organizing Committee called for two different types of staff: a permanent staff and a Games staff. The difference between the two was based strictly on the hiring date of the employee. Those employees hired before 30 May 1984 were designated as permanent staff and accorded all privileges and benefits described below. Employees hired after this date were considered part of the Games staff. Soon after the acceptance of Los Angeles' bid for the 1984 Games, the Human Resources Department (HRD) was established to hire permanent staff.

Although technically not part of the permanent staff, the volunteer members of the Citizens Advisory Commission (CAC) provided early support and guidance to the LAOOC. Even before the bid for the Games was awarded to Los Angeles, the Organizing Committee knew that citizen support and involvement would be necessary to stage the Games. The CAC was established to take advantage of the knowledge and skills that its members possessed, and the diverse elements of the city of Los Angeles its membership represented. Initially, recommendations for membership on the CAC were sought from the LAOOC Board of Directors and the office of the Mayor of the city of Los Angeles.

Eventually, people from all over Southern California were represented on the Commission. The desire to serve on the CAC was very high, and membership was closed at 3,000. Most of the members chose to serve on one of the 25 subcommittees, which were created to focus on many aspects of the Games. Programs were set up to familiarize the CAC members with the history and procedures of the Games in the hopes that many of these people would later serve as a core of knowledgeable and dedicated volunteers when it came time to staff the Games.

17.01.1 Growth of staffing 1979—1984

After the Games were awarded to Los Angeles in 1978, many in the community immediately responded with resumes and inquiries regarding employment and other opportunities with the Organizing Committee. The LAOOC was not in any position to hire staff immediately until it could evaluate its short-term staffing needs.

Original core management projections in 1979 set the needed administrative staff total at approximately 350 people. This staff was expected to run the operations of the LAOOC until prior to the Games when they would be supplemented with a Games staff of about 10,000. Within a year, the LAOOC knew that both of these projections were conservative and would have to be revised.

Initial planning of permanent staffing needs was a simple process of isolating a particular function that needed staffing, determining how many people were required to staff the position and then finding them.

Early use of this technique was restricted by the size of the office space available to the LAOOC. With each major jump in planned staff size, it was necessary to re-evaluate the size of a suitable administrative headquarters.

As the LAOOC moved toward a more formal management structure, staff was hired to manage the Human Resources Department. Policies were developed for department heads who needed to hire staff. For example, a job requisition form was utilized. This form was filled out by a department head who had identified a position that needed to be staffed, and provided job details and salary information. Once committed to paper and approved by senior management, the position could be filled.

Throughout the planning stage, departments were undertaking many major projects and did not have time to work on staffing requirements. When the departments did develop staffing projections, the projections were turned over to a rapidly expanding Human Resources Department. This served two purposes: it allowed Human Resources management to develop its own long-term staffing needs and it assisted the departments in the recruitment of qualified personnel for these positions.

Date	Human Resources Staff	LAOOC Permanent staff
Dec 1979	0	11
Nov 1980	2	19
Jan 1982	3	45
Aug 1982	5	90
Dec 1982	10	147
Jun 1983	21	390
Dec 1983	65	575
May 1984	70	1530

Each re-evaluation of the individual departments' staffing requirements led to a new estimate of total permanent staff required prior to the Games. Although several members of the LAOOC's management staff had been involved in human resources development for large corporations and special events, nobody had the background necessary to make accurate long term projections of permanent staff for an undertaking with the magnitude of the Olympic Games.

17.01.2 Recruitment of staff

Recruitment of staff began in two different areas of the LAOOC: the Human Resources Department and the specific department requiring staff. Human Resources utilized a data base of potential employees created from more than 10,000 resumes that were sent to the Organizing Committee once

Los Angeles was awarded the bid for the Games. These resumes were reviewed and coded for particular qualifications that might be of benefit to the LAOOC. Heads of departments usually did their own department's staffing projections. Job requisitions were then prepared establishing the pertinent information for each job, including salary range, start date and job responsibilities. These job requisitions were then turned over to Human Resources to begin the recruitment process. When a particular position had been identified by the department and forwarded to Human Resources, the coded resume data base was used to find potential applicants for the job. Human Resources then called the potential applicant to arrange for preliminary interviews.

If the position required less specialized skill, with an emphasis on good attitude and desire to work for the LAOOC, applicants were usually drawn from people known by administrative staff, specifically those staff members already working in the particular department. Once these people were identified, the applicants were referred to Human Resources for final interviews and completion of the hiring process. Through 1983, this was the predominant process for acquiring permanent staff.

Originally, job recruitment planners envisioned the need for special inducements in the hiring process to obtain the necessary qualified personnel. This kind of inducement-oriented recruitment was never used, since there was an unflagging desire on the part of the United States' public to work for the LAOOC. Even with the prospect of short-term employment (usually less than three years), professional-level staffing was accomplished with an absolute minimum of advertising.

The LAOOC also determined that personnel with an entrepreneurial background would make the best staff to run the Games. Using the concept of corporate "networking," the LAOOC asked current staff members to recruit former associates who had suitable experience. This network might have initially eliminated tapping corporate areas outside the experiences of early staff members, but as the network spread out (concurrent with the growth of the staff), all corporate areas were explored in the search for qualified staff.

With the establishment of the Human Resources Department, a staffing system, policies, procedures, programs and personnel file systems were developed, and hiring of key people intensified. As the LAOOC's staff increased, additional responsibilities were assumed by Human Resources. Employee relations, equal employment opportunities, compensation, new employee orientation and volunteer services all became part of the Human Resources Department's responsibilities.

Due to the sensitive nature of the positions open on the LAOOC staff, background investigations on each hiree were conducted by the Security Department with appropriate law enforcement agencies.

A keystone of the LAOOC's personnel function was its commitment to the ideal and goal of equal opportunity and full participation of minorities, women and socially and economically disadvantaged individuals in all Olympic activities. In order to achieve this goal, Human Resources attempted to free the employment process of either conscious or inadvertent bias because of race, religion, national origin, sex, age or physical handicap. Special affirmative action efforts were implemented to assure that individuals were given an equal opportunity and were appropriately represented. All contractors and subcontractors were asked to support these efforts by refraining from discrimination and by promoting affirmative action.

The initial equal opportunity effort was the adoption of an Affirmative Action Resolution by the LAOOC Board of Directors in 1979. This resolution was followed by the formation of a staff that remained at least 23 percent minority and 54 percent women throughout the planning stages. Minorities and women were appointed to top positions on the Executive Operations Committee, the Board of Directors and the Citizen's Advisory Commission.

The total permanent staff of 1,629 was broken down to the following three categories:

Occupational Group	Quantity
Officers and managers	455
Professionals	682
Clerical and technical	492

An analysis of employment within the LAOOC's permanent staff shows that minorities were employed in the following job groups:

Occupational group	% of staff
Officers and managers	10
Professionals	22
Clerical and technical	35
Total minority representation	23

An analysis of employment within the LAOOC's permanent staff shows that women were employed in the following job groups:

Occupational group	% of staff
Officers and managers	23
Professionals	58
Clerical and technical	76
Total female representation	54

These figures are in contrast to the composition of past Olympic organizers, which were dominated, especially at the executive level, by non-minority males. The wide diversity of the Los Angeles area was reflected in the LAOOC's staff.

17.01.3 Salaries and benefits for permanent staff

Salaries and benefits were awarded to LAOOC staff employees on the basis of their classification. The different classifications were:

- Regular full-time employees were those employees who worked at least 40 hours weekly and who maintained continuous regular employment status. All full-time employees were eligible for all employee benefits, paid vacations, paid holidays and paid sick leave.
- Regular part-time employees were those employees who worked less than 40 hours but in no event less than 20 hours and who maintained continuous regular employment status. Regular part-time employees were not eligible for employee benefits, paid vacations or paid sick leave, with the exception of certain holidays.
- Temporary employees were those full-time and part-time employees whose service was intended to be of limited duration. The classification of temporary employees who worked in excess of 90 days was reviewed.
- Non-exempt employees were those employees who were not exempt from the minimum wage and maximum hours provisions of the Fair Labor Standards Act and the California Labor Code.
- Exempt employees were those employees who were exempt from the minimum wage and maximum hours provisions of the Fair Labor Standards Act. These employees were administrators, professionals or supervisors whose positions met the occupational guidelines for determining such exemptions as established by the Fair Labor Standards Act and the California Labor Code.

It was the policy of the LAOOC, through the use of a sound and well-administered compensation program, to evaluate, appraise and pay its personnel equitably in direct relationship to their performance, duties and responsibilities. It was also the LAOOC's policy to maintain basic salary structure at a level comparable to salaries paid within the community. Initially, the LAOOC was very competitive in the Los Angeles job market, with early employees probably receiving less than equivalent salaries as against those for comparable jobs in the private sector. As Games time approached, the LAOOC felt the need to pay more than equivalent jobs in the private sector in order to ensure the hiring of qualified employees. With a rapidly approaching deadline (the opening of the Games) which could not be extended or delayed, the LAOOC

raised salaries for prospective employees. In essence, the LAOOC was paying people for the risk they were taking by coming aboard at a late date for only a very short term of employment.

The LAOOC's objectives for the compensation program were that the program be:

- Internally equitable; to provide salary ranges for all positions that fairly reflected the value of each position relative to the others.
- Externally equitable; to provide salary ranges in all positions at a dollar level that was competitive in the labor market and at a level required to attract and retain effective employees.
- Personally motivating; to serve as a vital management tool in motivating employees toward specific achievement of essential end results with flexibility within a position's salary range to recognize different degrees of individual performance.

Overtime was given to all non-exempt LAOOC employees whose jobs began prior to 1 April 1984 using the following pay policy:

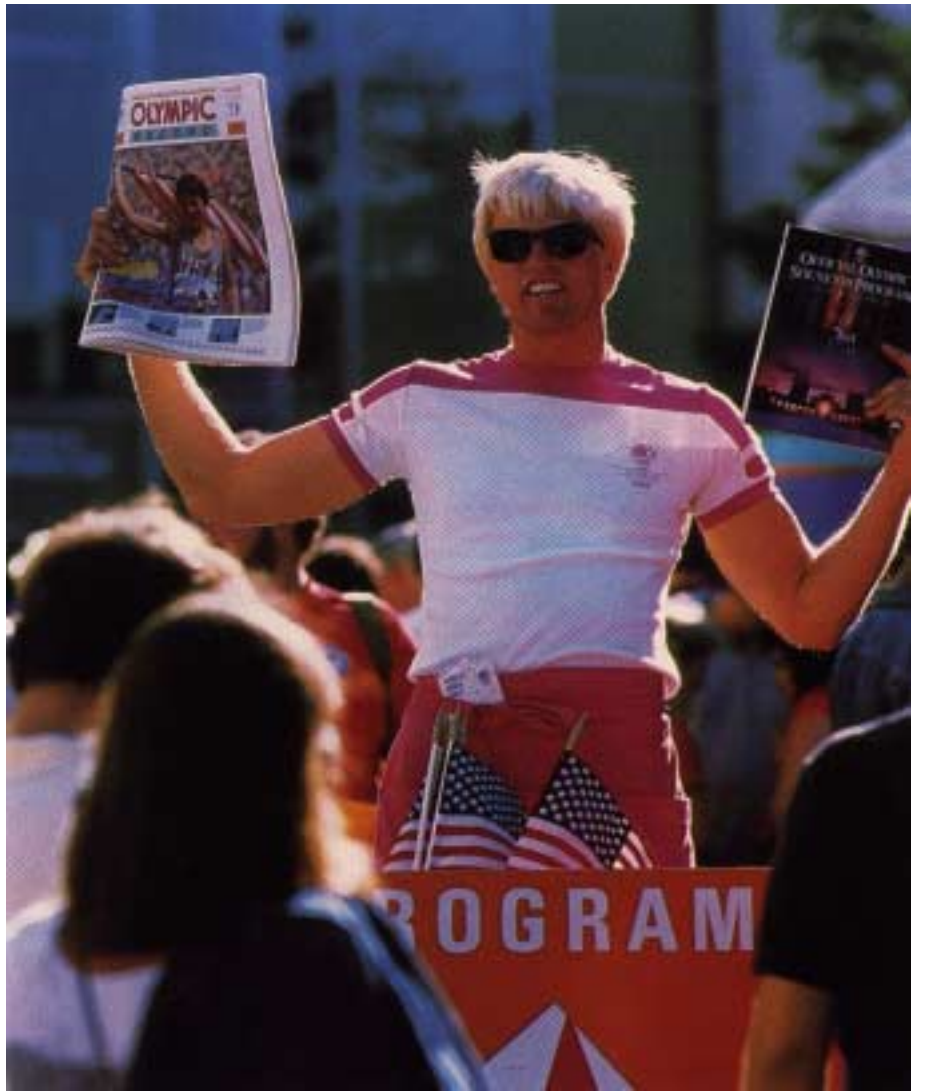
- One and one-half times the employee's regular rate of pay for all hours worked in excess of 8 hours up to and including 12 hours in any work day, for hours worked in excess of 40 hours in a work week and for the first 8 hours worked on the 7th day of work in any work week
- Double the employee's regular rate of pay for all hours worked in excess of 12 hours in any work day and for the all hours in excess of 8 hours on the 7th day of work in any work week

In keeping with the guidelines of the compensation program, a comprehensive health care insurance package was provided to qualifying staff members. Dependents could also be added to the policy for reasonable fees.

Under specified policy, staff members were given compensatory absence, vacation, sick leave, disability absence, worker's compensation and holiday benefits commensurate with those received in the corporate sector.

With the move of the administrative headquarters to Culver City in September 1983, the permanent staff was given a once-daily \$2 meal allowance for use at the in-house cafeteria.

To assure that employees would stay with the LAOOC through the critical periods of the Game and phase-down and to assist them while they were moving into other careers following their termination with the LAOOC, a



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severance allowance policy was established in March 1984. This allowance applied to eligible employees as follows:

- For employees hired on or before 31 May 1983, five percent of base earnings from date of hire through 31 May 1983, and ten percent of their earnings from 1 June 1983 through termination or 31 December 1984, whichever is earlier
- For employees hired on or after 1 June 1983 and prior to 1 April 1984, ten percent of base earnings through termination or 31 December 1984, whichever is earlier
- Continuation of medical insurance coverage for up to four months determined by the following formula or until the employee obtains new employment, whichever is earlier
- One month's medical insurance continuance for each 12 months of regular full time service—maximum continuance: four months, minimum continuance: one month—minimum severance allowance for eligible employees will be one month's pay at final base earnings rate

In May 1984 with the Games rapidly approaching, the LAOOC senior management announced the formation of the Job Opportunities Program to aid staff members in their search for jobs after completion of their responsibilities with the LAOOC.

1 Games staffer sells programs.

Human Resources

Breakdown of paid and volunteer staff positions filed by department

Venue	Access Control	Accommodations	Accreditation	Opening/Closing Ceremonies	Competition Staff	Awards	Command Center	Congresses	Concessions	Construction	Corporate Relations	Design	Executive Management	Finance	Food Service	Games Staffing	Government Relations	Handicapped Services	Human Resources Administration	Internal Audit	Language Services	Material Logistics	Medical Services	News
Archery	22				146	1			2					4	7					1	15	5	21	
Athletics/Ceremonies	186			9033	451				4					10	45					5	23	18	85	
Baseball	23				12				1					1	6					3	6	1	19	
Basketball	83				121				2					14	11					2	12	8	57	
Boxing	65				115				3					11	9					2	17	3	43	
Cycling-Velodrome	26				171				1					4	13					1	13	9	42	
Cycling--Road Race					1119				1														36	
Equestrian--J-Day Endurance					1130									1						1			132	
Equestrian																								
Fencing					438																			
Volleyball					224																			
Fencing/Volley Venue Mgmt.	66								4					14	21					6	36	8	108	
Football-Annapolis	24	14	1		116				2					4	6					2	11	1	24	
Football-Harvard	30	9	1		103	1			2					5	8					1	10	1	25	
Football-Rose Bowl	30				166				2					7	12					4	7	3	35	
Football-Stanford	22	6	1		196	5			2					4	5					2	9	1	39	
Gymnastics					154	1								9						4	16	7	39	
Tennis					179	1								1							9	2	18	
Gym/Ten Venue Mgmt.	90														17					1				
Handball	37				76				2					8	8					2	12	5	29	
Hockey	44				159				2					14	9					2	4	7	37	
Judo	42				47				2					5	6					1	11	10	26	
Marathon/Racewalk					3627																		74	
Modern Pentathlon	43				447	1			3					4	11						11	7	38	
Rowing/Canoeing	35				247	1			2					5	20					1	17	4	56	
Shooting	19				393				2					5	7					1	11	8	25	
Swimming/Diving/Synchro	59				275	2			4					11	17					2	23	9	59	
Water Polo	82				101				2					8						2	11	6	33	
Weightlifting	46				113	1			2					8	19					2	15	6	37	
Wrestling	31				89	1			2					5	7					3	16	8	35	
Yachting	35	2			1044	1			2					3	20					1	35	4	42	
UCLA Village/Polyclinic			5											15	32					6	32	20	293	
UCSB Village/Polyclinic			6											11	17					2	42	10	89	
USC Village/Polyclinic			8											16	52					6	34	25	353	
Accommodations (5 sites)		70																						
Marina-Central Operations			6			30		65		174	12	5	61	145	14	33	1	194	112	1			8	27
Exposition Park	12								9		4			6	2					8				42
International Broadcast Ctr.																								26
IOC Headquarters, Biltmore	4	3	38											22			30					6	68	
LAX Operations/Arrival Ctr.		4	100											37	22					2		10		
Main Press Center	60	19	118			244	3							50	18					1	125	5	28	5
Material Distribution Center																							43	
Training Sites					482																			206
Transportation Yards																								
Uniform Distribution Center			9																				3	
Total Positions Filled																								

<i>NOC Services</i>	<i>Office Administration</i>	<i>Olympic Arts Festival</i>	<i>Press</i>	<i>Protocol</i>	<i>Public Information</i>	<i>Publications</i>	<i>Public Relations</i>	<i>Security</i>	<i>Spectator Services</i>	<i>Sports/Equip./Athlete Registration</i>	<i>Telecommunications</i>	<i>Technology</i>	<i>Ticketing</i>	<i>Torch Relay</i>	<i>Transportation:</i>	<i>Athlete</i>	<i>Fleet</i>	<i>LAX</i>	<i>Press</i>	<i>Special Services</i>	<i>Venue</i>	<i>TV/Film</i>	<i>Village Staff</i>	<i>Uniforms</i>	<i>Venue Management</i>	<i>Host/Hostess</i>	<i>Youth</i>	<i>Total</i>	
			13					2			18	17	2			3			2	2	29	1	1		48	7		368	
			71	3				7	690		75	142	29			3				4		7			8	76		10975	
			9	2				2			12	13	3			2			3	1	14	1			9	16	1	160	
			68	2	11			2	70		27	40	17			6			6	2	31	2			22	27	2	645	
			30	4				2	228		21	57	11			3					9	2			28	27		690	
			23	1				2			37	24	5			6			6	4	36	2			62	10		498	
																3			1		36				14			1210	
			15						40							2						1			7			1329	
																												811	
																												438	
																												224	
			58		24			5			52	74	10			6				6	107	3			60			668	
			9	2	20			2				7	1								12				6	15	2	281	
			10	1	4			2			1	8	1								18		1		5	13	1	261	
			20	2	8			2	329		13	18	26								32	1			12		25	754	
			9	2	1			2	373			7	3									1			8		12	710	
			49	2	2				120		30	53	12								2						25	525	
			26	2	6			5	100				3												11	10		375	
																						2			14			124	
			18					2			32	35	6			3			3	2	8	1			36	12	1	338	
			30					2			31	39	23			6			3	2	48	1			180		1	644	
			12	2				2			18	23	4			3			1	1	30	2			58			306	
					2											3												3706	
			13	2	7			2	40		30	29	6			5				2	127				8	8		844	
			35		2			2	103		25	32	4			3			2	5	73	1			33	20		728	
			10	2	4			2	11		20	21	4			2				1	32				23	5		608	
			41	4	10			1	178		65	80	20									3			30	56	1	950	
			25	2	7			2	80		38	41	19			3			2	5	82	1			49	32		633	
			18	2				2	51		32	28	4			3			3	1	56	2			18	11		480	
			17	2	2			2	2		33	34	4			2			4	2	18	2			6	31	1	359	
			15	5	3			3			25	41				3					22	1			12	12		1331	
			21					1	0		168	50	7			130	333		9	23	154	1	612		6	192		2119	
45			9					10			54	21				19	81				15		174			38		643	
140			20					11			143	58	8			148	485			30	93		531		13	170		2344	
																													70
	49	20		3	109	34	22	34	10	111		148	210	9		18	53				24						197	1939	
							20	3	3										9		386				138			642	
											10	36										4							76
			21	48				4			18	37	7				376									171		853	
2								2				13	9			237	90	173	6		3				8		17	735	
		5	206	1	3	8		2			113	100							256			12					35	1417	
																	5												488
																1	8												706
															7	874				1030	245								2156
																									3				15
																													45736

17.01.4

Structure of permanent staff 1979—1984

The initial group of individuals hired by the LAOOC either had specific experience in operating a large event-oriented organization or had the ability to work well with the public, since the LAOOC was interested in developing good rapport with the Los Angeles community. During this early phase, 1979-1981, the size of the staff allowed for free flow of information within individual departments and throughout the Organizing Committee as a whole.

There was a rapid evolution of the management structure as the size of the staff increased dramatically. Senior management created new levels of management as the need arose, but these titles (and all job titles) were secondary to the constant need for free flow of information to each and every member of the permanent staff. From the earliest structure, which had six department managers, a general manager and a president, the LAOOC evolved into a large operation with a president, executive vice president/general manager, six group vice presidents, 25 vice presidents, 43 associate vice presidents and numerous department managers and directors. Department managers organized regular staff meetings attended by all members of the department. As the organization became more complex, staff meetings were held for several related departments (i.e., support operations) at one time. The content of these meetings was relayed to the senior management in weekly managers' meetings. The content of these weekly managers' meetings was disseminated to all departments for information and review.

Throughout the development of the LAOOC's management structure, staff members were encouraged to use their own networking capabilities to recommend appropriate people for unfilled staff positions.

The lines of communication among the permanent staff members which had been established during the pre-Games time period, 1979-1984, were thrown into temporary disarray by the movement of staff from department-based positions to positions during the Games which were venue-based. This was caused by the change from horizontal (department-based) reporting flows to a vertical (venue-based) structure. Rather than utilize the flow of communications through department managers to vice presidents, information was conveyed by venue managers and directors to the sport commissioners. This period of tumultuous adjustment was necessary for the creation of autonomous venue staffs, which were capable of managing the Olympic activity which took place at their sites.

17.02 Staffing at the time of the Games

LAOOC employees hired after 30 May 1984 were considered short term, temporary Olympic Games staff. This staff was not hired in the same manner as permanent staff, nor were they entitled the benefits accorded the permanent staff.

The Games staffing function of the LAOOC was developed and implemented by the Human Resources Department until May 1984 when the function was realigned with the Accreditation Department. Even after this realignment, Human Resources management was very much involved in the daily operations of Games staffing.

17.02.1 Early response to Games staffing interest

With the establishment of the LAOOC, long-range planning evolved for the staffing of the LAOOC during the Olympic Games. Original estimates placed the number of staff needed at approximately 10,000. Where this staff would come from and whether this staff would be paid or not were questions that were put aside for the time being in order to take care of more pressing matters.

The question of volunteer staffing of the Games continued to be debated in the early planning stages. A major breakthrough came with the publication of an article in 1982 in the "Los Angeles Times" that reported

chairman Paul Ziffren as stating that the LAOOC required 10,000 "volunteers" to work at the Games. There was massive response to this article from people wishing to volunteer their time to the Organizing Committee, and it gave credence to the idea that the Southern California community would support the effort of a volunteer Olympics. It is ironic that the volunteer Games staffing program resulted from a misinterpretation of the LAOOC's plans in the press, prior to the LAOOC's actual decision.

In the spring of 1981, prior to the publication of the "Times" article, some segments of the Los Angeles community had come forward to volunteer their services to the LAOOC. A volunteer services program was established and volunteers, based on their skills, were placed throughout the LAOOC. During the first year, volunteers were primarily used as clerical support. By the summer of 1982, needs outside of the clerical area had been identified and the Human Resources Department developed and implemented a plan to utilize volunteers as hosts and hostesses for the January 1983 meeting of the IOC Executive Board with the NOCs. This use of volunteers was the first effort on the part of the Organizing Committee to staff non-clerical positions with volunteers.

Even as plans were formalized to rely on volunteer help for the LA83 events, the LAOOC still had not decided to staff the Olympic Games with large quantities of volunteers. Each 1983 event was looked upon as a test of the effectiveness of volunteer staffing. Certain positions were identified as needing paid personnel while other positions appeared ideally suited for volunteers.

During the last quarter of 1982, the volunteer services function of Human Resources focused its attention on filing and processing nearly 6,000 pieces of mail the LAOOC had received from the general public offering its time and effort. These individuals served as a foundation for the efforts to staff, on

a volunteer basis, the 1983 events. The Human Resources staff went through the applications and selected qualified applicants for interviews at the LAOOC administrative offices in Westwood. More than 2,000 applicants were interviewed and rated for potential interviewer positions at the four Olympic staffing centers that opened in the fall of 1983.

The final test of the volunteer program came when individuals were identified and trained to work the January 1983 meetings and the LA83 events. The effectiveness of the volunteers under circumstances similar to the Games was enough to convince the senior management of the LAOOC that the volunteer program would work for the Games.

17.02.2 Procedure to identify required staff

The identification of staff positions required for the Games came from the LA83 events. These events were the proving ground for a majority of the Games functions that would be performed during the Games. The LAOOC management group in charge of the production of a specific 1983 event used the staffing information of the previous event for planning their own event. The collected information from each event was used by the Venue Development Department for projecting the quantity of staff necessary at each venue during the Games. The focus of the Venue Development Department was not primarily on the staffing requirements but on the procedures necessary to make each venue operational. This procedure finally resulted in manpower plans for each site as a part of the venue development plans. These plans were created from November 1983-March 1984.

The manpower plans led to the creation of job requisition sheets used to track the need for a job (and therefore a Games staff member), and whether that job had been filled. Each requisition identified a type of job, a job location, the requirements of the job, the number of people to staff the job and the pay status of the job.



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² Temporary employees review plans.

³ Kevin Lewis (left) and Russell Derek discuss services to be provided for the physically challenged.

Staffing numbers which could not be projected based on the 1983 events, such as security or transportation, were developed by the departments themselves using the management's past experiences in planning for large events. These internal projections were then discussed with the individual venue's development group to make sure that staffing needs would be adequate to perform each function within the venue. Interaction between the departments and the venues, the bulk of which took place in the spring of 1984, caused major changes in the staffing requirements already established by the Venue Development Department. The venue management, after reviewing staffing requirements developed by the departments, requested additional staffing to satisfy venue needs, placing stress on the individuals (personnel coordinators) hired to staff specific venues and the staffing process in general. All jobs, regardless of when specified, required job requisitions for tracking purposes.

Since the production of the 1984 Games was done within a "staffing vacuum," whereby the management of the Organizing Committee could not rely on individuals with experience in sport/event planning to determine accurately the staffing needs of an entire Games, the Human Resources role was to identify existing staff expertise in individual areas and compile the information to present a complete picture of the overall staffing needs. Where the picture was incomplete, the Human Resources and Games Staffing departments identified a staff member who could utilize his previous experiences to determine an effective number of staff for that particular site or function.

To further complicate the job of Human Resources, the department needed to fill uncertain and ever-changing staffing needs in a very short amount of time. Certain staffing needs came to light just weeks before the Games were to begin.

17.02.3 Programs for the recruitment of staff

Much in the same way that permanent staff was recruited both by the individual departments and Human Resources, so too was the Games staff. The central focus of the LAOOC was on the recruitment of volunteers through the use of four Games staffing Centers in Westwood, Long Beach, central Los Angeles and East Los Angeles. These centers were advertised to the general public as places where applications would be accepted and interviews conducted for employment during the Olympics. Other than advertising in local daily newspapers and running public interest spots on local radio and television stations, there was no major public relations program used to recruit staff for the Games. Requests for positions, even prior to the advertisements, were much larger than the number of anticipated staff positions.

Recruitment of staff by sport commissioners and other venue-based management was actively done in the areas relating directly to their sports. As an example, staffing for the equestrian events was primarily accomplished by the equestrian management which recruited people who had a strong interest in equestrian sports or who were normally involved in the production of equestrian sports events on a non-Olympic basis. Unfortunately, not all of the sports were capable of filling their own staffing needs and, at the last minute, Human Resources tried to fill the remaining spots. Approximately 50 percent of all Games staff was hired through the staffing center process, with the remainder of the Games staff coming from department and venue referrals.

Certain departments which required specialized personnel aided recruiting by soliciting staff from among colleagues not working for the LAOOC. For example, the Transportation, Press Operations and Health Services Departments played large roles in acquiring their own venue-based staffs.

The LAOOC continued its commitment to affirmative action and the equal opportunity program in its Games staffing policies. Staffing projections for the entire Games staff placed the number of personnel at 80,000. The functions of the 80,000 Games staff were as follows:

- 32,000 volunteers
- 12,000 LAOOC paid staff
- 36,000 contractor paid personnel

The figure for LAOOC paid staff includes the permanent staff of 1,600 that were hired prior to 1 June 1984. Approximately 44,000 of the 80,000 Games staff personnel were under the direct supervision of the LAOOC's management staff. The remaining 34,000 personnel, selected by the LAOOC, were employed and supervised by contractors. In keeping with the affirmative action policy of the LAOOC, minority participation in these companies was substantial. A breakdown of the ethnic groups within the Games staff under direct supervision of the LAOOC reveals the following:

<i>Ethnic group</i>	<i>Amount</i>
Non-minority	34,926
Blacks	4,622
Hispanics	3,496
Asians	2,265
American Indians	134

Minority participation approximated 24 percent of the LAOOC's total work force.



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17.02.4 Role of the personnel coordinators

The role of the personnel coordinator was to acquire Games staff for a particular department or venue. The personnel coordinator's job was to ascertain the manpower needs of the assigned department or venue and seek out qualified personnel to satisfy those needs. Department personnel coordinators were identified at the end of 1983 and early in 1984 and given the responsibility of Games Staffing for their assigned department. With almost every department, this meant finding suitable personnel for department positions at every Olympic site—not just competition venues and villages. Once the personnel coordinator was identified for each venue, the staffing information for each of the venue departments was channeled to that person. This venue personnel coordinator, in effect, became the temporary supervisor of all the department personnel coordinators who were staffing positions at the venue. In theory, the department personnel coordinators were responsible for filling all positions for their departments at each of the venues, and the venue personnel coordinators needed only to make sure that new staff completed the staffing process, and new jobs at the venues were filled. Unfortunately, single personnel coordinators were placed in charge of large departments and could not fulfill the staffing requirements by themselves. This meant that both the department personnel coordinator and the venue personnel coordinator were placed under extreme pressures to complete the staffing process.

Adding to an already difficult job, the venue personnel coordinators were hired very late in the staffing process, as late as spring of 1984, and received very little training on how to accomplish the staffing process. Although the work background of the personnel coordinators should have been in human resources management, it tended toward a more general corporate background.



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4 LAOOC President Peter V Ueberroth and Executive Vice President/General Manager Harry L. Usher (front row) attend a general staff meeting four months before the Games.

5 A volunteer helps out on the telephone by answering one of the numerous questions posed by the general public.

Human Resources

Breakdown of paid and volunteer staff positions by department

<i>Department</i>	<i>Paid</i>	<i>Volunteer</i>	<i>Total staff positions</i>	<i>Department</i>	<i>Paid</i>	<i>Volunteer</i>	<i>Total staff Positions</i>
Access Control-Venue	15	1,137	1,152	Public Information	22	143	165
Accommodations	85	6	91	Public Relations	30	13	43
Accreditation-Administration	2	0	2	Public Relations-Publications	3	1	4
Accreditation-OFS	177	1	178	Public Relations-Speakers Bureau	0	1	1
Accreditation-Support	57	3	60	Security	133	16	149
Archery	2	147	149	Shooting	15	469	484
Athlete Registration Office	38	10	48	Spectator Services	8	6	14
Athletics-Comp. Staff	26	310	336	Sports Arena Venue Management	16	271	287
Athletics-Marathon	13	3,139	3,152	Sports Coordination and Equipment	12	5	17
Athletics-Racewalk	2	107	109	Swimming	9	303	312
Awards/Ceremonies	10	280	290	Technology/Telecommunications	0	1,273	1,273
Baseball	0	12	12	Technology	31	1,438	1,469
Basketball	13	202	215	Tennis	5	184	189
Boxing Competition Staff	142	2	144	Ticketing-Central	16	16	32
Coliseum-Venue Management	326	519	845	Ticketing-Data Center	102	5	107
Command Center	10	83	93	Ticketing-Inventory Management	11	0	11
Concessions Coordinator	1	63	64	Ticketing-OAF	3	2	5
Congresses	3	0	3	Ticketing-Patron Program	4	29	33
Construction	48	157	205	Ticketing-Remote	30	0	30
Corporate Relations	13	3	16	Ticketing-Rule 48	29	0	29
Cycling-Velodrome	10	341	351	Ticketing-TDC	15	8	23
Cycling-Road race	0	999	999	Ticketing-Venue Operations	207	0	207
Design	3	1	4	Torch Relay	13	8	21
Equestrian-Fairbanks	0	1,284	1,284	Training Sites	121	435	556
Equestrian-Santa Anita	1	667	668	Transportation-Athlete	1,628	25	1,653
Executive Management	14	61	75	Transportation-Fleet	305	1,343	1,648
Exposition Park	110	50	160	Transportation-Management	7	21	28
Fencing	10	431	441	Transportation-Press	1,269	19	1,288
Finance	165	206	371	Transportation-Special Recruit	0	1	1
Finance-Treasurer	73	67	140	Transportation-Special Services	559	0	559
Food Services/Food	59	404	463	Transportation-Venue	1,028	478	1,506
Football-Annapolis	26	193	219	TV/Film	13	47	60
Football-Harvard	27	173	200	UCLA Village	328	190	518
Football-Rose Bowl	192	385	577	UCSB Village	134	50	184
Football-Stanford	66	558	624	Uniforms	0	15	15
Games Staffing Administration	8	26	34	USC Village	355	117	472
Government Relations	7	25	32	Venue Management Football-Annapolis	0	1	1
Gymnastics	27	135	162	Venue Management Football-Harvard	0	1	1
Gymnastics/Tennis Administration	66	207	273	Venue Management Football-Rose Bowl	0	8	8
Handball	29	61	90	Venue Management Archery	16	41	57
Handicapped Services	2	193	195	Venue Management Baseball	6	18	24
Hockey	7	152	159	Venue Management Basketball	6	42	48
Host/Hostess-Venue	2	441	443	Venue Management Cycling	13	86	99
HRD Administration	9	3	12	Venue Management Equestrian	3	53	56
Internal Audit	2	79	81	Venue Management Handball	11	25	36
Judo	15	60	75	Venue Management Hockey	54	126	180
LB Conv. Center Venue Management	16	74	90	Venue Management Judo	19	40	59
Lake Casitas Venue	41	346	387	Venue Management Modern Pentathlon	20	47	67
Language Services	5	664	669	Venue Management Rowing/Canoeing	34	28	62
LAX Operations	8	36	44	Venue Management Shooting	11	19	30
Material Logistics	213	56	269	Venue Management Swimming	47	237	284
Medical Services	33	2,544	2,577	Venue Management Water Polo	28	97	125
Modern Pentathlon	46	399	445	Venue Management Weightlifting	22	46	68
News	29	3	32	Venue Management Wrestling	9	2	11
NOC Aides-Pool	0	146	146	Venue Management Yachting	3	22	25
NOC Services	4	11	15	Volleyball	6	219	225
NOC Services-Envoy Pool	38	0	38	VIP Host/Hostess	0	173	173
Office Administration	72	53	125	Water Polo	4	147	151
Olympic Arts Festival	0	28	28	Weightlifting	26	97	123
Press Ops	36	587	623	Wheel Chair Sports	1	3	4
Press Ops-Info Services	1	79	80	Wrestling	11	118	129
Press Ops-Main Press Center	72	386	458	Yachting	6	1,076	1,082
Press Ops-Photo	0	129	129	Youth	194	10	204
Protocol	6	104	110	Total	9,544	28,742	38,286



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6 Volunteer George Gerber is honored by the LAOOC.

7 Temporary employees help out.

Even with all of these problems confronting the personnel coordinators, the job of staffing the Games was completed on time. The personnel coordinators were given strong support by the rest of the Human Resources Department staff and individual departments and venues gave additional assistance to their own personnel coordinators.

17.02.5 Staffing centers

The concept of a neighborhood staffing center was developed in order to facilitate the acquisition of personnel for Games positions. Each staffing center had the capability of identifying prospective staff, completing paperwork for requisitions, interviewing prospects to determine interest and expertise, matching interviewees to appropriate Games positions, hiring staff and, finally, credentialing staff.

An analysis of community impact was done before determining the location of the staffing centers. The general location of each was determined by the proximity to the center of several Olympic venues. Since the Olympics were being held, in part, to benefit the community, the LAOOC decided the staffing centers should be placed in areas which could derive the greatest possible benefit from them.

After lengthy evaluation, four staffing center locations were decided upon, and a search was begun for existing structures to house the centers. A staffing center was established in east Los Angeles on the campus of East Los Angeles College, site of the field hockey competition for the Games. Another staffing center was located in the Crenshaw area of central Los Angeles, near the venues for athletics, boxing, basketball, swimming and the USC Village. The third staffing center was located in Long Beach near the venues for archery, volleyball, fencing and yachting. The fourth staffing center was located on the UCLA campus in the LAOOC building near the venues for gymnastics, tennis and the UCLA Village in Westwood.

Each of these buildings was converted from its original use to an interior layout that allowed for a large flow of street traffic. Phone and data lines were established from the staffing centers to the administrative headquarters in Culver City for use of the Games Staffing computer system. Chairs and tables were brought in to accommodate the interview process. The earliest staffing center to become operational was the Crenshaw center in October 1983. This center was expected to process the largest number of potential applicants and by its close had processed in excess of 35,000 applicants. The Long Beach and Westwood centers began operations in November 1983 with the East Los Angeles center following a month later.

Each one of the staffing centers had a paid staff of five people with some centers having close to 400 volunteers. The paid staff performed administrative and training functions while the volunteers answered phones and conducted interviews of potential Games staff. This system, with its heavy reliance on volunteer interviewers, worked very well since all of the volunteers were given extensive training. The only drawback to this system was the high ratio of volunteers to paid staff. There were times when volunteer interviewers did not have paid staff available for interview consultation.

The concepts of using the staffing center and utilizing volunteers to interview and hire other volunteers to staff the Games worked very well. Placement of the centers in areas most impacted by the Games allowed the citizens of the areas to make even more of a contribution to the Games by their participation as Games staff members. From late 1983 to the second week of July 1984, the staffing centers processed and interviewed more than 100,000 applicants for Olympic Games positions.

17.02.6 Staffing sign-up procedures

Applicants for Games positions came to the LAOOC in two different ways: as a direct referral from someone already employed by the LAOOC or by drop-in to one of the staffing centers.

Applicants who were direct referrals from other staff members were

directed to the personnel coordinators in charge of the department or venue which had the position available. The applicant completed a 1984 Games staff application. Once the information from this form was input into the Games Staffing computer software system, the personnel coordinator placed the applicant's name and number on a job requisition sheet. This linked the applicant to the requisition number and told the Games Staffing software system that a specific position had been filled. The new staff member was given a completed terms and conditions letter to read and sign. This form detailed the conditions of employment, the rate of pay (if any), the applicant's name, application number and requisition number.

Through word of mouth, information received from the LAOOC's Public Information Department and advertising, the general public became aware of the availability of jobs with the Games and the existence of the staffing centers as a vehicle for interviewing for those jobs. A person interested in working for the LAOOC who dropped in to a staffing center, was greeted by a receptionist and directed to a table set up for completing application forms. Once the applicant completed this form, he was directed to a volunteer interviewer. The interviewer reviewed the completed application and discussed with the applicant the types of jobs available. When the interviewer and the applicant agreed upon a position, the applicant was matched to the job requisition sheet for the agreed position. The applicant reviewed and signed the Terms and Conditions form and then proceeded to the credentialing area of the center for Olympic accreditation. Information from each of these staffing procedures was input to the Games Staffing computer system. In this way, interviewers could keep abreast of the status of each applicant and each requisition in the system.

Human Resources

Early in the operational life of the staffing centers, the potential employee completed the staffing process through the interview stage and was then told that he would be contacted at a later date regarding a position. The interviewer would code the application on the basis of the applicant's work experience, special qualities and the interview. This coded application was stored in the Games Staffing computer system until a later date when it was matched to an appropriate job requisition. Applicants were later called to find out if they would accept specific job positions. If they did, they were asked to come in to a staffing center to sign the terms and conditions form and go through the accreditation process.

17.02.7

Staffing selection procedures

A majority of the positions within Games staffing did not require specialized background, but they required a desire and ability to spend the required period of time to be trained as well as work the Games. Positions which did require special skills or backgrounds were usually filled through permanent staff referrals. When the required number of personnel was not found through this technique, the Games Staffing computer system was used to isolate available manpower with the special skills needed.

A major part of the application was directed toward a self-evaluation regarding:

- Personal attributes
- Sports skills
- Clerical abilities
- Technical abilities
- Driving experience
- Miscellaneous skills
- General background and experiences
- Language skills

Information on these evaluated areas was coded onto the back of the application form. The interviewer reviewed this coded information and, knowing the areas of the Games staff

requiring additional personnel, attempted to match the applicant with an appropriate position.

Aside from specialized information contained on the application form, personnel hired through the staffing centers were selected solely on the basis of the personal impression left on the interviewer at the staffing center.

A drawback to the self-evaluation process, standard coding of answers and brief interviews was a lack of refinement in matching applicants to specific jobs. The coding and evaluation process allowed for only general matches, thereby creating a rift between very highly qualified specialists and those involved with the staffing process. These individuals were called because their availability matched the time frame of a rather menial job and they were offended at being offered such a position. Fortunately, the large flow of applicants made up for any such matches.

Direct referrals were required to complete the usual applications but this was only to establish the individual in the Games Staffing computer system. If the individual had been pre-approved for a position by the department initiating the job requisition, the interview process was unnecessary since the individual had already been found appropriate for a particular position. All that was required was the individual's signature on a Terms and Conditions form denoting his approval of the terms of the position.

Although background investigations of applicants were not directly a responsibility of the Human Resources Department, the HRD staff did turn over to the Security Department the information contained on the applications that would allow thorough checks to be made with the appropriate law enforcement agencies. These background checks were made possible by

Games staffing positions filled by week (includes Opening and Closing Ceremonies staff)

Date	Positions to be filled	Filled internally	Filled by staffing centers	Total filled
16 Feb	42,000	14		14
22 Feb		487		487
29 Feb		1,537		1,537
7 Mar		3,111		3,111
14 Mar		5,358		5,358
21 Mar		6,273		6,273
28 Mar		7,982		7,982
4 Apr		9,460	972	10,432
11 Apr		10,706	1,100	11,806
18 Apr		12,616	1,423	14,039
25 Apr		14,723	2,062	16,785
2 May	43,977	15,615	2,344	17,959
9 May		17,271	3,243	20,514
16 May	47,623	18,824	3,987	22,811
23 May		20,270	4,488	24,758
30 May	43,409	22,415	4,644	27,059
6 Jun		25,625	4,928	30,553
13 Jun	48,771	27,080	5,097	32,177
20 Jun	48,772	28,563	5,229	33,792
27 Jun		30,453	5,153	35,606
4 Jul	49,555	35,481	5,307	40,788
11 Jul	46,615			43,203
18 Jul	46,801			43,815
25 Jul	46,881			44,321
12 Aug	49,888			45,450

legislation enacted on behalf of the LAOOC, through the efforts of the accreditation subcommittee of the Security Planning Committee.

17.02.8

Scheduling, training and orientation

Prior to instituting Games staffing procedures, the LAOOC determined initial staffing schedules for each department, function and site. Although it was anticipated that these schedules would be revised as the Games neared, it was necessary to have a schedule framework for developing the number of personnel required to staff a particular position. This information was then used to create the job requisition stating the number of people required.

Once the positions were filled on the Games staffing requisitions, it was necessary to train and familiarize the newly hired personnel in their positions. Since most of the Games staff were stationed at one venue throughout the course of the Games, it was determined that their training, wherever possible, should take place at that venue. Planning for training and orientation was severely restricted by California law requiring payment to employees for training. To further complicate planning for these orientation and training sessions, most of the venues were used for other activities until just prior to the Games.

8 LAOOC Executive Vice President/General Manager Harry L. Usher addresses the staff at the LAOOC's Marina Center headquarters.

9 A volunteer keeps track of scores at the 1983 World Archery Championships.



8



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The only viable solution to these problems was the scheduling of training and orientation sessions for single days with attendance by Games staff not being mandatory. Wherever possible, orientations were held at the actual sites. The LAOOC was counting on the excitement and commitment of the new staff to make this style of orientation a success.

As a prelude to the orientation sessions themselves, the Human Resources Department launched an intensive program to train staff members who would be leading the orientation sessions. A workbook was prepared by the department containing suggested agenda for orientations, tips on public speaking, budget guidelines and materials checklists. Venue-specific trainers were given background information on the venue site, the Olympic sport and the commissioners.

A general orientation session agenda

- I. Welcome
 - A. Purpose of General Orientation
 - B. Introductions
- II. Overview
 - A. Today's schedule
 - B. Description of packet received upon entering
 1. Staff Handbook
 2. Pocket Guide
 3. Quiz (to do at home)
- III. Film "Play a Part in History"
- IV. The Los Angeles Olympic Organizing Committee
 - A. Operating Philosophy
 - B. Organization, Funding
 - C. Community Benefits
- V. Sport-specific information
- VI. LAOOC Policies and Procedures
 - A. Uniforms
 - B. Accreditation and Badges
 - C. Food Service/Box Lunches
 - D. Parking
 - E. Press
 - F. Security
 - G. Medical Services
- VII. Olympian speaker
- VIII. Film "Ode to Joy"
- IX. Instructions to assemble in groups
- X. Individual group/department orientation sessions

A staff handbook was given to each person attending the general orientation. This handbook was designed to give a careful explanation of the policies and procedures of the LAOOC and every effort was made to provide the handbook to the Games staff which were not present at the orientation.

The last portion of the agenda broke the general orientation session into smaller groups to allow for familiarization and practice run-throughs for each of the venue departments. In some cases, this was the only on-site training that any of the Games staff received until the Games began. This program was successful as more than 80 percent of the Games staff in the local area attended the orientation sessions.

Functional departments of the LAOOC created their own training programs for Games staff. Personnel who required specialized training in the areas of finance, transportation, health services, accreditation, etc. were given training at the administrative headquarters and other available venues prior to the Games.

Venue management personnel, including both Games staff and permanent staff, were trained and tested in their responsibilities using "tabletop" sessions. These sessions revolved around a series of anticipated problems at the site during the Games, and management personnel were required to identify specific courses of remedial action to these problems. The remainder of the session was used for analysis and discussion of problems and solutions.

17.02.9 Operations at sites

As venues became operational, the human resources function moved from a centralized department operating out of the administrative headquarters to a venue function. In most situations, the venue personnel coordinators became the personnel managers at these venues. Larger venues, such as the Los Angeles Memorial Coliseum, had larger personnel staffs with several personnel assistants and personnel clerks. Their job was to make sure that venue staff arrived and performed their jobs during the day. When personnel did not show up for their positions, the personnel manager found someone to fill the position temporarily. Usually this replacement came from a general pool of applicants still available in the Games Staffing system. If a staff member was lost permanently, the personnel manager, in conjunction with the manager of the venue department affected, determined if a replacement was needed or whether the position could remain unfilled for the remainder of the Games.

If a replacement was needed, a human resources manager who staffed the operation center at the administrative headquarters during the Games could draw a replacement from the Games staffing computer system. Fortunately, the attrition factor at the venues was less than 3 percent and this resource was rarely used.

17.03 Post-Games job opportunities program

17.03.1 Concept and goals

With the high caliber of permanent staff and temporary nature of their Olympic positions, it was anticipated that many of the staff would begin to look for new positions outside of the LAOOC just as the most crucial part of

Orientation schedule

Venue	Orientation date	Number invited	Number attending
Archery	5 June	252	220
Athletics	14 July	4,500	4,000
Baseball	7 July	450	325
Basketball	16 June	683	442
Biltmore (OFS)	2 June	45C	450
Boxing	2 June	700	450
Canoeing/Rowing	9 June	786	545
Cycling	2 June	2,200	1,000
Equestrian (Fairbanks)	3 June	350	200
Equestrian (Santa Anita)	7 June	1,100	625
Exposition Park	2 June	390	310
Fencing/Volleyball	5 June	978	773
Football	9 June	825	607
Gymnastics	2 June	950	500
Handball	2 June	500	230
Hockey	9 June	750	550
Judo	2 June	450	300
Main Press Center	9 June	625	525
Modern Pentathlon	2 June	1,200	850
Shooting	9 June	755	500
Swimming	2 June	1,200	623
Tennis	3 June	350	250
Water Polo	2 June	650	431
Weightlifting	9 June	484	360
Wrestling	4 June	625	500
Yachting	2 June	1,300	1,050
USC Village	2 June	2,280	1,200
UCLA Village	3 June	2,300	1,600
UCSB Village	16 June	1,000	670
LAX	16 June	422	398

LAOOC operations began, specifically during the move into the venues just prior to the start of the Games. The loss of key personnel and the stress placed on staff who required employment immediately after cessation of the Games were issues the senior management addressed before they reached a critical point. Their response to these anticipated problems was the severance program already outlined and the creation of the Job Opportunities Program.

The program was initially created with the intention of taking the pressure off the staff member torn between LAOOC responsibilities and seeking on-going career possibilities outside of the LAOOC. By establishing a special program to assist in placement of LAOOC staff in new jobs after the completion of their responsibilities with the LAOOC, the senior management felt they had ensured that most staff would remain throughout the Games with their minds focused on LAOOC tasks rather than personal issues.

With the creation of the program, senior management initiated a two-pronged approach to job placement: a direct appeal to the business community (both local and national companies) to interview LAOOC staff after the Games were completed, and the creation of a data base detailing the job experiences and career aspirations of the LAOOC staff. Businesses interested in hiring LAOOC staff were asked to leave open any positions which became available through attrition during the Games period in

exchange for which the LAOOC would give the companies easy access to the staff for interviews after the Games were over. The staff that qualified for this program, the approximately 1,100 hired prior to 1 April 1984, were required to submit resumes and information sheets to show their interest in participating in the program.

As an adjunct to this potential employer/LAOOC staff matching process, the program developed workshops in resume writing, self-assessment, salary negotiation and job interviewing to increase the marketability of the LAOOC staff after the Games. A weekly newsletter was distributed, reporting on available positions and announcing presentations by companies to the staff.

17.03.2 Early operations

The program was low-key until the beginning of the Games. The business community was still wary of holding positions open for the LAOOC staff since the staff was still of unknown quality. Without the success or failure of the Games, the companies would have no way of evaluating the performance of the staff. Furthermore, the LAOOC staff was in no position to begin the interview process seriously since all of their time was devoted to making the Games a success.

During the Games, as the Olympic spirit swept through the country, approximately 200 potential employers joined the program. Interviews were conducted with LAOOC staff only when it did not affect the staff member's ability to conduct LAOOC business.

17.03.3

Post-Games effort

Once the Games were successfully completed, the Job Opportunities staff went into full operation with the staff expanding from six to 35. Skilled human resources counselors conducted interviews with each of the more than 600 staff members who actively participated in the program. This meant that more than 50 percent of those qualified for the program were willing to give the program a chance to work for them. Participants in the program who found employment on their own or continued to work for the LAOOC after September 1984 were then excluded from the program. Expectations ran high among the staff members that the program would find them high-paying jobs and that they would not have to expend too much effort to get them. These kinds of unreasonable expectations were fostered by the report that an additional 400 companies had signed up to participate in the program as prospective employers. As with any situation where expectations are too high, some staff members were disappointed with the results of the program.

Of the 600 staff members who actively participated, 380 were placed in new positions. Many more were in various stages of the interview process when the program closed on 2 November 1984. Over 3,500 post-Games, face-to-face interviews were arranged through the program. High expectations were a major problem as a large number of companies made offers that were turned down. Salaries for a

majority of the LAOOC staff were higher than the going market rate, therefore opportunities were rejected by many who wanted to hold out for more money.

Although the placement of 380 staff members reflects a majority of the participants, the expectations for the program resulted in anger or disappointment from some of those not placed. Several mitigating factors should be noted. A majority of the positions presented by the participating employers were at distant ends of the job spectrum; executive management or low-paying clerical positions. A majority of the participating staff members were looking for, or had experience in, middle management positions. After the staff's experience with sports/entertainment positions working for the LAOOC, they were inclined toward those same positions in the private sector. Unfortunately, there were very few positions of that nature available from the job program because there were few such positions existing in the private sector.

The program was a good-will gesture to the staff from an appreciative senior management group. If the management had been able to limit the expectations of the staff at the inception of the program by convincing them that the program was an assistance process rather than a placement program, then the staff would have made better use of it. Unfortunately, some staff relied heavily on it to actually find their future employment.

17.04

Summary

The human resource function of the LAOOC was a vital one. The Human Resources Department was charged with four key roles: the acquisition and maintenance of a quality permanent staff, the long range planning of manpower needs for production of the Games, development of a system for interviewing and hiring the large quantity of personnel needed to staff the Games and the implementation of training and orientation for the Games staff.

Acquisition of permanent staff was done in conjunction with already existing staff using a network approach. A large portion of the permanent staff members came to the LAOOC because they had been recruited by the LAOOC staff members with whom they had worked previously. Each department was also responsible for establishing its own staffing requirements and assisting Human Resources in locating qualified personnel to fill these positions.

The LAOOC established a strong policy for hiring which was based on the principles of equal opportunity and full participation of minorities, women and socially and economically disadvantaged individuals. This policy was adhered to for both permanent and Games staffing periods and was an unqualified success. The caliber of staff was exceptional as evidenced by its ability to produce a problem-free and aesthetically-successful Games.

Planning manpower requirements for an event the size of the Olympic Games was nearly impossible. Without the experience of putting on an event of similar proportions, the LAOOC found it necessary to break the Games into smaller units; departments and venues made the manpower assessments. As with permanent staffing, a relationship existed between Human Resources and the other primary departments which required both parties to work on

the manpower plans. The information obtained from this planning was placed in the Games staffing computer system utilizing job requisitions.

Human Resources had primary responsibility for developing the Games staffing system and its satellite staffing centers. By using an innovative system whereby trained volunteers interviewed prospective Games staff, the Human Resources Department proved that volunteers could play key roles in producing the Games. This experiment led to the decision that a majority of Games positions would be volunteer. The Southern California community responded to the challenge of staffing the Games by pouring into the staffing centers to apply for non-paying positions. The LAOOC gambled that people would want to work on the Games for the pleasure of being a part of history regardless of the position offered, and the gamble paid off.

Once the Games staff was identified, it became the responsibility of Human Resources to provide the general training and orientation necessary for the staff to do its job. A series of orientation sessions were held, conducted by trainers working from an agenda prepared by Human Resources. Each session was geared to a specific site or departmental function with the venue department management providing additional more specialized training. In addition to teaching general Olympic knowledge, Human Resources hoped to impart to the Games staff the spirit necessary to make this Games special, for both the staff and the participants. The high quality of the Games and its staff was strong evidence of Human Resources' ability to carry out this task.

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1 LAOOC President Peter V. Ueberroth (from left), IOC President Juan Antonio Samaranch and IOC Director Monique Berlioux visit the Los Angeles Memorial Coliseum.

18.01 Areas of liaison between the IOC and LAOOC

To list all of the areas on which the IOC and LAOOC worked together at some point during the organization of the Games would take a book as long as the one you are reading now. Both organizations worked together on many matters of common interest during the preparatory period of the Games of the XXIIIrd Olympiad.

These liaison efforts were broken down into several main areas. The President of the IOC, Juan Antonio Samaranch, was in constant touch with Peter Ueberroth, President of the LAOOC, regarding a wide variety of matters. Planning for medical services and the doping controls during the Games was taken up by the IOC Medical Commission, chaired by Prince Alexandre de Merode (BEL). Protocol matters involving the 88th Session of the IOC in Los Angeles in 1984 were reviewed by Cornelis Kerdel (HOL), the IOC's chief of protocol, and Ashwini Kumar (IND) came to Los Angeles in advance of the Games to inspect security arrangements. Sports matters were handled principally by the honorary director of sports for the IOC, which was Arpad Csanadi of Hungary until his death in 1983, followed by Walther Troger (FRG).

Almost all other matters were routed through the IOC's headquarters office at the Chateau de Vidy in Lausanne, Switzerland and handled by the Director of the IOC, Monique Berlioux (FRA). She and the IOC Secretariat kept up a lively correspondence with various departments of the LAOOC by letter and telex during the organizational and planning period from 1979 through 1984. All of the IOC's logistical and operational requirements were handled by the director, who communicated primarily with Ueberroth and LAOOC Executive Vice President Harry L. Usher, along with several department heads.

Berlioux and accompanying staff members made a number of visits to Los Angeles in the pre-Games period and made three visits in the year prior to the Games in July and December 1983 and May 1984. In addition to general matters, Berlioux and her staff focused on all arrangements being made for the IOC's 88th Session, held immediately prior to the Games on 21-28 July 1984. In the years prior, Berlioux and accompanying staff members made visits to Los Angeles before all major IOC functions and meetings, to visit the sports venues and villages and to negotiate some of the television rights agreements.

IOC members infrequently came through Los Angeles other than for scheduled IOC meetings, but, when they did, they were welcomed by the LAOOC. A number of personalized venue tours were given for members who requested them. A significant occasion for Los Angeles organizers was the first visit of Samaranch,

accompanied by Berlioux, to Los Angeles from 6-12 December 1980, to visit the proposed sports sites and villages and to meet with local governmental and Olympic officials.

18.02 LAOOC reports to the IOC Executive Board and the IOC Session

The LAOOC was asked to report on its progress a number of times during the organizational period from 1979-1984. A brief recapitulation of the highlights of each report is listed below.

18.02.1 Report to the IOC Session: July 1980

The LAOOC's first official report to the IOC was given in Moscow, just prior to the Games of the XXIIIrd Olympiad on 16 July 1980. The LAOOC's written report contained general information regarding the organization of the Organizing Committee on such diverse topics as finance, security, transportation, licensing and merchandising, cultural and fine arts, government relations, ticketing, housing, press, publications, television, accreditation, and youth activities. A note of appreciation for all groups which had been so helpful in the LAOOC's young life to that point was included in the report. Accompanying photographs profiled some of the main venues which were planned to be used for the Games and the senior members of the permanent staff. The foreword to the report noted that "...the LAOOC, since its inception, has been carrying out the planning and operation on a business-oriented basis in the true spirit of Olympic competition."

Major decisions regarding the Games in Los Angeles were taken in Moscow. The LAOOC's logo, the *Star in Motion* was approved by the IOC, as was the mascot, *Sam the Olympic Eagle*. The opportunities for female competitors were greatly expanded as 12 new events were accepted onto the program, nine of them for women only. These included the 3,000-meter and 400-meter hurdles for women in athletics, the cycling road race for women, rhythmic gymnastics for women, three new women's events in shooting, mixed participation in skeet and trap events, women's 200-meter medley in swimming, men's 200-meter medley and 4 x 100-meter relay in swimming and duet competition (for women) in synchronized swimming. Boardsailing was added to the yachting program as well.

The IOC asked for details of the opening and closing ceremonies, competition schedule, press, security and transportation arrangements and village accommodations costs as soon as possible.

**18.02.2
Report to the IOC Executive Board: February 1981**

The IOC Executive Board met in Los Angeles in 1981 at the Century Plaza Hotel, a few blocks away from the LAOOC's initial office in Century City. The LAOOC presented a short written report, participated in discussions with Executive Board members and gave a tour of the sites to those present.

The report highlighted the LAOOC's successes in the areas of licensing and merchandising, noting that the number of sponsors would be less than in previous times, helping to decommercialize the Games while maintaining high standards of dignity and taste. The report also noted the plans of city officials in Los Angeles to refurbish the Los Angeles International Airport in time for the Games, adding a new terminal and customs facilities for incoming international visitors.

In sports, the LAOOC noted its new program of sports commissioners, featuring proven administrators and managers with dedication to and interest in sports. A request was made for the approval of the addition of a marathon race for women to the athletics program of the Games, in view of the growing interest and participation in the event throughout the track and field world.

Notable decisions taken at the meeting included agreement by the LAOOC that transportation would be provided at no cost to IOC members, presidents and secretaries-general of the IFs and NOCs from the airport to the chosen hotel and to the respective venues.

Regarding an LAOOC request for demonstration sports, the Executive Board agreed to consider the proposal of the Organizing Committee and announce its answer later.

Finally, the LAOOC's request for the inclusion of a marathon event for women was accepted, provided that such a race be held separately and at a different time than the men's race.

**18.02.3
Report to the IOC Executive Board: April 1981**

The IOC's Executive Board met in Lausanne in April and the LAOOC delivered another written report. The highlights of this report included a note about the growing Citizens Advisory Commission which had over 800 members at the time. Their role of support and advice to the LAOOC helped to involve the community in the preparations for the Games and many of the area's leading citizens were already members.

The report noted that facilities for 17 of the 21 sports on the competition program were already arranged, almost four years prior to the Games, using existing sports facilities in Southern California. The only two which needed to be built—a cycling velodrome and a swimming stadium—were already funded and the sites were

being readied for construction. The Organizing Committee's first publication, "LA 84" was produced just before the filing of the report and copies were distributed by mail internationally as well as locally.

The meeting itself produced approval for two demonstration sports on the program for Los Angeles: baseball and tennis. A four-team baseball tournament was approved and tennis singles competition in both men's and women's divisions was approved for 16 competitors in each division. The site for canoeing and rowing at Lake Casitas in Ventura County was approved, as well as accommodations for the competitors in Santa Barbara, closer to the competition than either the USC or UCLA Villages in Los Angeles.

**18.02.4
Report to the IOC Session: October 1981**

The second official report of the LAOOC to the International Olympic Committee was presented during the 84th Session of the IOC in Baden-Baden, FRG on 1 October 1981. The LAOOC brought a large delegation to Baden-Baden for the Session, which was preceded by the XIth Olympic Congress. An LAOOC hospitality area was set up and the organizers accredited delegates to this area and presented each with souvenirs, including a lucite clipboard, guide book to Los Angeles and fruit and nuts from California.

The report contained new information that all but two sites for competition events had been located, as well as a site for the Main Press Center of the Games. In addition, the construction of the new velodrome at California State University, Dominguez Hills was almost complete and would be finished in time for initial competition in the summer of 1982. Completion of an agreement with a major sponsor to install a new, world-class track at the Los Angeles Memorial Coliseum and at six other facilities for training was also announced. The planning of the cultural component of the Games was well along with plans for a festival, universal in scope, that would reflect the international make-up of the American populace. Plans already included a pre-opening Gala at the Hollywood Bowl, with an international roster of artists in a program of classical music and dance. A poster series by 15 American artists of works created specifically for the Games was also being planned.

The report also noted the responsibility of an Olympic commemorative coin program which would provide funds for optional services involved in staging the Games, as well as to augment the financial support of the United States



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Olympic Committee. The IOC's questions about the support of the new Reagan Administration for the Games were answered positively with the news that President Reagan had named his deputy chief of staff, Michael K. Deaver, as his personal liaison with the LAOOC. The report carried the text of a telegram from President Reagan to the president of the IOC, stating that "the United States of America will welcome athletes from all nations to participate in the 1984 Olympic Games in Los Angeles."

The announcement of the signing of agreements with major hotels throughout the Southern California area indicated that the LAOOC had completed the first phase of its plan to acquire housing for the Olympic Family. The LAOOC agreements included assurances that prices would not include any special surcharges during the Olympic period in 1984.

Programs for youth throughout Southern California were also underway with competition programs in athletics, swimming and yachting, plus a teacher's guide to the Games integrating the Olympic movement with the curriculum of children in elementary and secondary grades.

The report closed with useful appendices indicating the seating capacity of each site and the distances from each site to each of the villages and to the Main Press Center, as well as a profile of meteorological conditions in the Southern California area during the Olympic period.

The 84th Session closed with decisions that affected only minor details of the Los Angeles program. However, the LAOOC did report that an offer for the purchase of television rights in Italy from a private television concern for \$10 million had been received, in contrast with an offer from the European Broadcasting Union of \$8.3 million for all of western Europe. The IOC took this matter under consideration.

2 IOC President Juan Antonio Samaranch is flanked by IOC Director Monique Berlioux (left) and LAOOC Vice President Richard Sargent on his first trip to Los Angeles from 6-12 December 1980.

18.02.5 Report to the IOC Executive Board: February 1982

The IOC Executive Board returned to Southern California in February 1982 at the Huntington-Sheraton Hotel in Pasadena. In addition to meeting with the LAOOC, the Executive Board also met with representatives of 23 of the International Federations (those with sports on the Olympic program).

The LAOOC's interim report noted the advancements in all areas. The addition of Anita DeFrantz, a bronze-medal winner in rowing in 1976 and a holder of the bronze medal of the Olympic Order, gave the LAOOC the unique distinction of having an Olympic athlete in charge of the planning for the Olympic villages, home for the athletes during their stay in Los Angeles. The financing of the Games was also in good hands—with 75 percent of the overall sponsorship goal achieved with a total of only 19 sponsors—consistent with the LAOOC's pledge to decommercialize the Games. The first-ever sale of radio rights on an exclusive basis for the United States was also noted, as was the sale of television rights to the 32-nation European Broadcasting Union.

Facility construction was on schedule. The new velodrome at California State University, Dominguez Hills was 75 percent complete at the time of the report, with the concrete track, risers for permanent seats and support buildings already in place. Work on the

new swimming stadium at the University of Southern California had already begun with completion expected in March 1983.

Acquisition of sports sites had moved into a new phase with the conclusion of an agreement to use secondary schools and local colleges as training sites. Opportunities for training in or near the villages were also excellent at both the UCLA and USC Villages.

Information about the Games was also available to Olympic Family members from the four issues of the "LA 84" newsletter. An agreement with a noted Los Angeles publisher was concluded to produce a special guide to the Los Angeles area for the Games.

Security matters were being organized under the umbrella of the Olympic Law Enforcement Coordinating Committee, which represented all of the law enforcement agencies involved with the Games, including a representative of the federal government.

Important matters that came out of the meetings with the IOC Executive Board included a confirmation that national delegations would be housed together as a team and not by sport. LAOOC requests to have entire national delegations (both men and women) housed in the same building (on

different floors) and to open the villages two weeks prior to the Games rather than three as specified in the Olympic Charter, were deferred for study. Regarding officials, the IOC agreed to underwrite the cost of travel and accommodations to the Games for officials approved by the International Federations. These funds will be taken from the IOC's share of television revenues and were expected to amount to \$3.5-4 million.

18.02.6 Report to the IOC Session: May 1982

The LAOOC's third official report to the IOC was presented in Rome's Excelsior Hotel on 27 May 1982. A large delegation reported on a host of new developments, including:

- United States President Ronald Reagan agreed to open the Games. In doing so, he will become the first U.S. President ever to open an Olympic Games.
- Commissioners for all but one sport were named by the time of the report.
- Cultural and fine arts programs including the pre-Opening Gala, a large-scale dance festival co-produced by the Dance Gallery of the Bella Lewitzky Dance Company and a 15-artist Olympic poster series were reviewed.
- Health services were boosted by the announcement that the first drug-testing laboratory in the United States would be installed on the UCLA campus by the LAOOC.

- Sites for all of the 21 sports on the medal program were already selected, using mostly existing facilities. Some of the new facilities, such as the velodrome, had been completed already with all construction expected to be completed in mid-1983.
- Sports competition schedules were revealed for the first time along with a list of equipment as supplied by the International Federations.
- The strong programs for youth were already having a very positive effect, bringing together thousands of youngsters in friendly competitions under the Olympic banner. New facilities for young archers, a nationwide tournament in basketball and a stirring "academic decathlon" were among the highlights of programs which were touching thousands of youth from across the country.

The meetings in Rome produced important decisions for the LAOOC in the areas of NOC attendance and housing. The IOC agreed to set aside between \$3.5-4 million to allow each NOC to send up to six persons, not more than two of which could be officials to Los Angeles. These funds would pay for the airfare and village accommodations costs of the six persons involved. In addition, the IOC agreed to LAOOC requests to open the



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3 The IOC Press Commission members tour the Los Angeles Memorial Coliseum.

4 IOC members tour Santa Anita Park, the equestrian venue for the 1984 Games.



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villages two weeks prior to the competitions and to be able to house entire delegations (men and women) in the same building, but on different floors.

In sports, the LAOOC agreed to the inclusion of a new event for women in canoeing, the K-4. In addition, the LAOOC promised to provide appropriate resting facilities for athletes who would be competing during the entire day and not have time to return to their village. For news media, the LAOOC and IOC agreed to allow 200 passes into each village with some additional passes into the UCSB Village, rather than the single total of 300 mentioned in the 1978 Provisional Edition of the Olympic Charter.

18.02.7 Report to the IOC Executive Board: January 1983

The LAOOC welcomed the IOC Executive Board and representatives of 141 National Olympic Committees to Los Angeles from 14-21 January 1983 to share information about the coming Games and about Southern California. The 560 delegates present met with the LAOOC staff and with over 150 volunteers who showed the hospitality and warmth that would become a benchmark of the Los Angeles Games 18 months later.

The LAOOC's written report to the Executive Board noted progress in areas asked about most by Olympic officials. Included among these were the procedures for use of the Olympic identity card as a visa, the location of the main accreditation center near the airport and the possibility of housing NOC officials in excess of the Olympic Charter-mandated limits, outside of the villages. Further details of the Olympic Arts Festival were revealed, including the inclusion of an international section from 1 July-20 July 1984, followed by an all-national program of events from 21 July-1 2 August, in conformity with the Olympic Charter's requirement for national art exhibitions during the time of the Games. The appearance of major companies, including the Royal Opera of Covent Garden, was reviewed along with the plans for a monumental gateway sculpture outside of the Los Angeles Memorial Coliseum by noted artist Robert Graham.

The Biltmore Hotel, site of the meetings, was also announced as the site for the IOC during the 1984 Games. Financial arrangements were flowing smoothly and reports of television rights sales to broadcasters for Canada, New Zealand and the Philippines boosted total receipts in this area past \$260 million. The small commemorative coin program was also doing well with \$5 million already received by the LAOOC.

The announcement of the provision of an electronic messaging system by one of the LAOOC's sponsors promised to increase the ability of athletes, journalists and officials to receive and to retrieve information faster than ever

before and to communicate effectively with other accredited persons at the Games. The LAOOC reviewed its increased publishing program, which was producing new information for the benefit of members of the Olympic Family as well as for the general public and the news media.

In sports, the LAOOC reviewed the opening competitions in the cycling velodrome during the past summer and the great response to the facility from athletes and spectators. The report also noted the site chosen for the endurance portion of the three-day event in equestrian, Fairbanks Ranch, and the agreement of the FEI to hold the final day's jumping competition at Santa Anita Park. A detailed appendix contained the latest list of approved equipment and a review of the training sites for each sport.

The meetings produced major discussions on almost every subject involved with the organization of the Games. An agreement regarding village pricing was signed between the IOC and LAOOC in which the LAOOC agreed to charge \$35 per accredited day for all persons staying in the village. Further, the deposit which was required for all delegations would be paid by the IOC for all delegations estimated to be between one-50 persons; delegations expected to be in excess of this size would have to pay an additional amount. All NOCs would be requested by the IOC to communicate their maximum expected team size to the LAOOC by 1 March 1984.

The LAOOC also agreed to a request by the IOC Executive Board to publish a twice-monthly newsletter for the benefit of the NOCs in order to keep them better informed regarding the preparations in Los Angeles. Invitations to the Games would be sent out to the NOCs by 1 July 1983.

The Organizing Committee agreed to housing deposits for news media limited to one week's stay with the balance due upon arrival in Los Angeles.

In sports, the LAOOC accepted the inclusion of a super-heavyweight division in boxing for the Games, limited to 12 competitors. The LAOOC was asked to resolve the question of the venue for shooting for the Games; the IOC shared its strong preference for a site within the Southern California area or even splitting the shooting events at different sites. The LAOOC also agreed to award diplomas to the first eight finishers in all events, rather than six as required in the 1978 Provisional Edition of the Olympic Charter.



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18.02.8 Report to the IOC Session: March 1983

The LAOOC made its fourth official report to the IOC at the Ashoka Hotel in New Delhi, India on 26 March 1983. Significant progress was made in a number of areas, both as revealed by the LAOOC's written report and by the meetings which followed.

The Olympic Arts Festival was now in the final planning stages planning for a spectacular program reaching over a three-month period in June, July and August. The fine arts poster series had already been completed and the appearances of the Royal Opera of Covent Garden and the Pina Bausch Wuppertaler Tanztheater were already arranged.

Health services at the Games were reviewed and included the polyclinic program for the villages, details of the requirements for practice by visiting physicians of Olympic teams and the provision of health and medical insurance for visiting team members. The preparations for the drug-testing of athletes were explained, including the arrangement of the analytical laboratory at UCLA and the process for athlete sample selections.

5,6 The LAOOC delegation meets the press at the IOC meetings in Rome on 27 May 1982.



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- 7 Ollan Cassell of the USA speaks at a press conference for the International Amateur Athletics Federation (IAAF) at the Biltmore Hotel in Los Angeles.
- 8 NOC representatives visit the velodrome during IOC Executive and NOC meetings in Los Angeles from 14-21 January 1983.
- 9 The Association of National Olympic Committees in session at the Biltmore Hotel in Los Angeles in January 1983.
- 10 From left, LAOOC Executive Vice President/General Manager Harry L. Usher, IOC Director Monique Berlioux, IOC President Juan Antonio Samaranch and LAOOC President Peter V Ueberroth.

An increased public relations and publications presence was noted, especially in light of the color magazine "Stars in Motion," published quarterly by the LAOOC and the new "Communique" newsletter, which was sent to members of the Olympic Family on a twice-monthly basis, following the request of the IOC Executive Board during the meetings in January 1983.

The sites for preliminary football competition: Pasadena's Rose Bowl and stadiums in Stanford, California, Annapolis, Maryland and Cambridge, Massachusetts were announced. The west coast-east coast arrangement allowed additional areas of the United States to share in the Games. The cost of tickets for all events was noted at an average of \$18 each, excluding the Opening and Closing Ceremonies. The report noted that almost three million tickets would be available at a cost of \$10 or less when tickets were actually placed on mail-order sale later in 1983. Appendices to the report included a provisional schedule of events and a complete list of the LAOOC's sponsors, suppliers and licensees.

The meetings in New Delhi resolved a number of key issues. The LAOOC agreed to continue to look for an appropriate site for the shooting competitions, in advance of a visit by President Samaranch in April. A long-standing debate regarding the use of particular types of equipment in boardsailing was solved when the IOC agreed to a compromise allowing one board in the Olympic competition, while allowing a second board in a special three-event exhibition series to take place after the completion of the Olympic yachting events. The four sites for preliminary football were approved and the number of teams allowed in the demonstration baseball tournament was increased from four to six at the request of the LAOOC. All tennis players, regardless of status, were declared to be eligible to participate in the demonstration singles tournaments for men and women so long as they were 20 years old or under. It was agreed that the men's marathon would be a part of the Closing Ceremonies, so long as no event or demonstration was allowed to take place during the arrival of the athletes.

Regarding news media, the IOC and LAOOC agreed to an additional 100 accreditations for media specialized in one sport while the LAOOC was allowed to distribute 300 accreditations to local media in the three-county area in which the Games were to be held.

In the villages, the LAOOC agreed to hold a special meeting with the IOC and all of the team chefs de mission prior to the opening of the Games.

18.02.9 Reports to the IOC Executive Board: June, August and November 1983

The Executive Board uncharacteristically met five times during 1983 and while the LAOOC did not file written reports at these meetings, items of interest did result from each of them.

In June 1983, the meeting of the Executive Board was held in Lausanne and included a lengthy session between the Executive Board and the IFs. An LAOOC delegation was present to answer questions and to respond to concerns of both groups.

A number of minor points were discussed and the LAOOC agreed to provide a comprehensive system of communications during the Games for the IOC president and director, while the IOC agreed to let the LAOOC handle ticket requests for IOC members and to have NOC team physicians produce certificates verifying their professional status. Three possible sites for the shooting competition were presented with a further recommendation coming from the LAOOC on a single site for that sport. The LAOOC also presented its plan for support of the congresses of many IFs in Los Angeles, including congress sites within hotels located throughout the Southern California area. All of the delegates and members of the Executive Board shared their congratulations for the organization of the III FINA World Water Polo Cup, which had been favorably reported in Europe in May.

At Helsinki in August 1983, an LAOOC delegation was present primarily for observation of the first World Championships in Athletics. A meeting of the IOC Executive Board was held prior to the beginning of the competitions. The IOC requested that the participants in the demonstration sports be housed in the villages and the LAOOC agreed to take the request under consideration. All parties agreed that the individual entry deadline for the Games was fixed at 14 July 1984 for all sports except athletics, for which the deadline would be 18 July 1984. The choice of the shooting venue at the Prado Recreation Area was approved. The Executive Board also congratulated the LAOOC on the organization of the LA83 events in water polo, cycling, swimming, diving and synchronized swimming, all of which had taken place that summer.

In November 1983, at Lausanne, the LAOOC met with the IOC Executive Board once again. A written report was not filed. A major addition to the program was made when the IOC agreed to the LAOOC's request to include exhibition races for wheelchair-bound athletes. An 800-meter race for eight women and a 1,500-meter race for eight men were approved. The LAOOC also agreed to an increase in the number of specialized press to be accredited for a single sport, from 100 to 150.

18.02.10 Report to the IOC Session: February 1984

At Sarajevo, the LAOOC presented its fifth official report and its final written report prior to the opening of the Games of the XXIIIrd Olympiad. The LAOOC delegation met with the IOC on 6 February 1984.

The written report noted the tremendous increase in the pace of the organizing effort, as the number of employees had grown from 250 at the time of the fourth official report in New Delhi to over 1,000 at the time of the Olympic Winter Games in Sarajevo. In every area, the LAOOC reviewed the progress that had been made and the details of the programs which were being completed.

In accreditation, the identity card procedures for entry into the United States had been completed and the identity card instruction manuals and Olympic Family lists were about to be distributed. The report noted that the accreditation badges themselves would be electronically coded as well as visually inspected for access and personal identification. These features would allow for positive control over every badge.

In food service, the athlete menus at the villages were set, using five-day meal cycles. Food services away from the villages were also planned, with box lunches available for athletes at venues which were not located adjacent to a village. Regarding health services, the report noted that the newly installed analytical laboratory at UCLA received accreditation by the IOC—becoming the first such lab in the USA to receive accreditation. In addition, the brochure regarding IOC medical controls was distributed widely following its approval by the IOC.

The Olympics Arts Festival was reported to be on schedule toward its opening date of 1 June. Tickets for the Festival were made available in brochure form in January. Large-scale programs in dance, theatre, music and opera, exhibitions and other events were listed, reflecting both international and national artists.

The preparation in the individual sports was progressing very well following the completion of the successful LA83 event series, which was favorably received by athletes, officials, press, spectators and observers during the summer and fall of 1983. With the experience gained from these events, the planning reached a definitive stage for each site towards the end of 1983. The agreements to hold shooting at the Prado Recreational Area and demonstration tennis at the Los Angeles Tennis Center were noted, along with the schedule for the Olympic boardsailing exhibition.

Interest in the Games was high in the host country, judging by the response to the LAOOC's ticket program. More than 275,000 individual mail-order requests were made for tickets and almost 2.1 million tickets were purchased in the first two months after the tickets were placed on sale. Arrangements for the transport of athletes, dignitaries, judges, officials, press and spectators were well in hand, as was the arrangement of athlete accommodations and offices for officials and teams at the villages.

The youth programs were reviewed and it was noted that more than 500,000 youth had been directly involved in programs backed by the LAOOC and its sponsors. Archery, gymnastics, judo, football, volleyball and five other sports were already being played by young people throughout Southern California. In addition, a youth handbook for the Games had been compiled and distributed to half a million young people, preparing them for the Games with information on each sport and about the background and nature of the Olympic movement.

The meeting itself focused on mostly minor details of the organization of the Games. It was noted that the Athletes Commission of the IOC would have an office at each village during the Games and that LAOOC Chairman Paul Ziffren was nominated and accepted as a member of the new International Court for the Arbitration of Sport. Four new National Olympic Committees—Bhutan, Rwanda, the Solomon Islands and Western Samoa—were recognized and thus became eligible to participate in Los Angeles.

18.02.11 Special meeting of the IOC Executive Board: April 1984

The IOC president, three vice presidents and director met in special session in Lausanne on 24 April to consider the requests and concerns of the NOC of the URS. The meeting was attended by representatives of the LAOOC and by the NOC of the URS.

The outcome of the meeting was an agreement that the URS NOC (and all other NOCs) would seek settlement of their preparational problems regarding the Games through the LAOOC only, especially with regard to the acquisition of the Olympic identity cards and the presentation of the Olympic Family lists, which were due on 2 June 1984. The parties also agreed that all members of the Olympic Family, including accredited journalists, would have free access to competition and training sites during the period of the Games as outlined in the Olympic Charter.

It was further noted that the rules governing the mooring of ships in the port of Los Angeles would conform to international regulations. Due note was taken of the fact that the United States government had agreed to uphold the

principles of the Olympic Charter. The LAOOC was asked to continue to pursue its efforts to provide optimal conditions for Games participants in all respects, in particular, those of security and for the safeguarding of the dignity of the participants.

18.02.12 Report to the IOC Executive Board: May 1984

Two meetings of the IOC Executive Board were held in May 1984. The first was an extraordinary session in Lausanne on 18-19 May to discuss the situation posed by the announcement of non-participation by the URS and other NOCs and the second was a regularly scheduled meeting on 28 and 30 May, with a meeting between the IOC Executive Board and the IFs on 29 May.

The first meeting was held regarding the announced non-participation of the Soviet NOC and other aligned NOCs. The discussion carried over to a meeting with sports organizations of these countries in Prague on 24 May, at which time those NOCs involved confirmed their non-participation.

The regularly scheduled meeting in Lausanne at the end of May was thus concerned with the program at Los Angeles and the more than 130 NOCS who announced that they would be sending teams to Los Angeles. Notable outcomes of the meeting included:

- Increases in the number of competitors allowed in cycling and shooting.
- Addition of the solo event in synchronized swimming.
- Increase in the number of teams in the demonstration baseball tournament from six to eight.
- The IOC will pay for the accommodations costs of the 16 wheelchair-bound athletes who will compete in the exhibition 800-meter and 1,500-meter races, plus three accompanying officials.
- Participants in the baseball and tennis events will be housed in the villages.
- The seating area for news media in the main stadium will be accompanied by television monitors with four channels showing the various feeds for the athletics competition only.
- The ceremony for the transfer of the Olympic flag was changed and the presentation to the mayor of Seoul will take place during the Closing Ceremonies in Los Angeles, rather than during the Opening Ceremonies of the Seoul Games, as at previous Games.
- Three new NOCs were recognized: Djibouti, Equatorial Guinea and Tonga and each was immediately eligible to compete in the Games at Los Angeles.

The LAOOC delegation included 11 commissioners and the vice president for sports, allowing the LAOOC to resolve numerous problems regarding the needs of each IF on an individual basis. The selection of replacement teams for those which were not participating was completed for the most part.

18.02.13 Report to the IOC Session: July 1984

The LAOOC made its sixth and final official report to the IOC on 25 July 1984, just three days prior to the opening of the Games of the XXIIIrd Olympiad. The LAOOC noted the tremendous assistance it had received from all sectors of the Olympic Movement over the past five years and hoped that the LAOOC's efforts would produce a Games of which all concerned could feel proud.

Special mention was made of the role of the thousands of volunteers who made up the majority of the LAOOC's work force for the Games and joined in to assist in a special event which would occur in their city only once in their lifetimes. The IOC noted that the use of volunteers was a staffing method that had much to commend it and would certainly be of use in the future.

The LAOOC was scheduled to make one final appearance before the IOC, in June 1985, at the 90th Session to be held in Berlin, GDR. There, the LAOOC would present its "Official Report of the Games of the XXIIIrd Olympiad" and conclude with its post-Olympic presentation.

18.03 LAOOC reports to the Commissions of the IOC

Although the IOC maintains a large number of commissions working on various aspects of the Games, the organizing committees were represented on only a few of these: the medical, press and television commissions.

18.03.1 Medical Commission

The LAOOC met several times with the IOC Medical Commission and its various sub-commissions: anti-doping and biochemistry, biomechanics and physiology and sports medicine and orthopedics.

The LAOOC met with the full Medical Commission beginning in February 1982 during the meeting of the IOC Executive Board with the IFs in Pasadena, California. The LAOOC met again with the commission in Rome in May 1982, in Sarajevo in February 1983 and in Sarajevo during the XIVth Olympic Winter Games. A special

meeting of the sub-commission on biomechanics and physiology met in Los Angeles in November 1983.

The principal areas of coordination between the LAOOC and the Medical Commission concerned the establishment of a competent laboratory for drug testing and the procedures for such testing, the publication of the brochure describing the IOC's medical controls program, the ability of Olympic team physicians to practice medicine with their teams while in Los Angeles for the Games and the biomechanical filming of certain events for future study and training assistance.

18.03.2 Press Commission

The IOC Press Commission represents the written press (and until 1983, radio as well) and meets with the organizers to assist in the provision of adequate facilities for journalists who report on the Games. A very active commission, its members are mostly journalists, along with representatives of the IFs and NOCs and, of course, members of the IOC.

The commission met with LAOOC representatives in Lausanne in 1980, in Sarajevo in April 1981, in Pasadena, California in February 1982, in Rome in May 1982, in Los Angeles in January 1983, in Sarajevo in February 1984 and in Lausanne in May 1984. The LAOOC filed four written reports covering the meetings from 1981-1983 and distributed the "Facilities for Journalists" brochures as its reports for the meetings in February 1984 (Volume 1) and May 1984 (Volume 2).

A sub-commission, which dealt with questions of accreditation and facilities, was appointed in 1983 and met with the LAOOC in New Delhi in March 1983, in Los Angeles in July, and in Helsinki in August 1983. It also met without the LAOOC in Sarajevo in October 1983 and in Lausanne in November. The sub-commission met with the LAOOC in Los Angeles in March 1984 to resolve accreditation matters.

The major focus of the work of the sub-commission was on accreditation procedures, but extensive time was given to accommodations for journalists, communications facilities, facilities at the Main Press Center, photographic positions and facilities, transportation plans and the provision of seating and sub-centers at the competition sites and in the villages.

18.03.3 Television Commission

This group met several times to discuss matters of interest between broadcasters and included discussions with the LAOOC on several occasions. The main meetings between the groups occurred in Los Angeles in January 1983 and in Sarajevo in February 1984.

18.04 LAOOC responsibility during the meeting of the IOC Executive Board with the International Federations in February 1982

18.04.7 Administration and site

The meeting of the IOC Executive Board with the International Federations was held at the Huntington-Sheraton Hotel in Pasadena, California from 31 January to 7 February 1982. Representatives of 23 IFs attended and almost 350 delegates were present in all.

The LAOOC's role was to arrange the details of accommodations, meeting rooms, entertainment and meal functions. Of course, the LAOOC itself was a focal point of the meetings and much of the discussion centered around the preparations of the Games of the XXIIIrd Olympiad. Thus, the meeting had two different goals for the organizers:

- To ensure that the meeting ran smoothly from the arrival of the delegates to their departure, including all necessary operational details
- To impress the delegates with the preparations which were being made for the forthcoming Games

The Olympic Family Services department handled the logistical planning and operation of the meetings, including contracting on behalf of the IOC for necessary facilities and rooms.

18.04.2 Meeting services

The LAOOC arranged for a number of areas, including accommodations, banking, information desk, meeting rooms, a secretariat office for the IOC, press conference facilities and a press office, transportation office and venue tours.

Although the Huntington-Sheraton was the headquarters hotel for the meeting, the gathering of delegates who wanted to attend functions or meetings quickly exceeded the LAOOC's ability to house them all there. Consequently, nearby hotels including the Pasadena Hilton and the Pasadena Holiday Inn were utilized and a shuttle bus service for delegates was arranged. Journalists were not housed at the Huntington-Sheraton (except for members of the Press Commission of the IOC) and were encouraged to stay at one of the other nearby hotels.

Banking services, consisting mostly of currency exchange, were available near the LAOOC's information desk area. The area was patrolled by an

armed guard and was open from 0800-1700 hours from Monday through Friday, 1-5 February. An LAOOC staff member was available at the information desk from 0800-1800 hours daily for general assistance and information for the delegates.

Meeting rooms required privacy and simultaneous interpretation services. A smaller room for 20 persons was set for commission meetings and meetings of the Executive Board. A larger room was available for the meeting between the IOC Executive Board and the federations and was used for the final news conference of the IOC President.

The IOC brought a large secretariat to handle the flow of paper necessary for the delegates. A separate office facility was set up with six desks, typewriters, supplies and a shredder. Two copying machines were needed, one for high volume reproductions and another smaller machine for back-up. A telex machine was also necessary.

The International Federations also required a small secretariat with three desks in a separate room.

News media were accommodated in a working room on an upstairs level, and there were two different rooms for news conferences. The working room had a desk for the IOC's press office staff and facilities provided for news media by the LAOOC. These included chairs, tables and typewriters for 20 persons, plus four coin-operated telephones which would also accept reversed-charge and third-party calls, two telex machines and one telecopier. About 35 members of the media were accredited for the meetings by the IOC.

Transportation played a major role in the meetings as several groups took extensive venue tours of the sites. A transport and dispatch office was set up to operate from 0800-1800 hours from 31 January through the end of the meetings, but was often open much longer to accommodate special requests.

18.04.3

Program of the meetings

The following is included as a recapitulation of the meetings which were held and an example of the hectic nature of an IOC Executive Board meeting, especially in a host city for an Olympic Games:

Friday, 29 January 1982

- Opening of the IOC Secretariat

Sunday, 31 January

- Venue tour for the IOC Press Commission
- Dinner for the IOC Executive Board and the Press Commission

Monday, 1 February

- Meeting of the International Federations among themselves
- Meeting of the Press Commission
- Dinner hosted by the LAOOC

Tuesday, 2 February

- Venue tour for the IOC Executive Board
- Venue tour for the International Federations
- Meeting of the IOC president with the vice presidents

Wednesday, 3 February

- Meeting of the IOC Executive Board
- Meeting of the International Federations among themselves
- Dinner for the news media hosted by the LAOOC

Thursday, 4 February

- Meeting of the IOC Executive Board with the International Federations
- Dinner hosted by the IOC

Friday, 5 February

- Meeting of the IOC Executive Board with the International Federations
- Venue tour for the IOC Medical Commission
- Sports program: college basketball (UCLA versus USC) or indoor athletics meet (Los Angeles Times Games)

Saturday, 6 February

- Meeting of the IOC Medical Commission
- News conference given by the president of the IOC
- Dinner for the Medical Commission hosted by the LAOOC

Sunday, 7 February

- Meeting of the Medical Commission

18.05

LAOOC responsibility during the meeting of the IOC Executive Board with the NOCs in January 1983

18.05.1

Administration and site

The meeting between the IOC Executive Board and the NOCs in Los Angeles in January 1983 was the first of many test events during 1983 and gave the LAOOC an opportunity to sharpen its skills in the areas of protocol, VIP accommodations and services. It was the last large-scale event hosted by the LAOOC prior to the Games at which the importance of the protocol elements exceeded those of the competition and sports programs.

The meeting was held at the Biltmore Hotel in downtown Los Angeles. This site was chosen because of its location in downtown Los Angeles with proximity to the venues for athletics, boxing, swimming and one of the villages. The Biltmore was also close to freeways which made transport to surrounding sites quite easy. The LAOOC felt that the Biltmore would also be a proper site for the IOC's headquarters hotel and site of its 88th Session in 1984. The IOC wanted to test such accommodations before using them and viewed the 1983 meetings as a good opportunity to do that.

The LAOOC's role was again one of arrangement and organization for the IOC, which set the agenda and program for the meetings. The operations were much larger than at the Huntington-Sheraton as more than 560 delegates and 246 accredited media came to the meetings.



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18.05.2

Meeting services

A wide variety of services were provided for the delegates, IOC secretariat and others.

Accreditation was required for the meeting and was handled after arrival of the guests at the Biltmore. All NOCs were allowed to register three official delegates, but could register others as guests or observers. Hotel registration was handled by a special desk at the same station, placing all arrival, accreditation and registration processing at a single point. NOCs were also encouraged to sign up for interview sessions with the LAOOC at the same time, in order to better acquaint themselves with the program for village accommodations and services at the same time.

Banking services were available from 0800-1800 hours for cashing of traveler's cheques and currency exchange. A representative of the LAOOC's official customs broker was available to answer questions regarding the importation of items for use at the Games.

11 The IOC at its 88th Session in Los Angeles, just prior to the start of the 1984 Olympic Games.

12 IOC members attend the opening of the IOC's 88th Session at the Dorothy Chandler Pavilion.

Exhibits regarding the Games were mounted in a special area in the Regency Room of the Biltmore. An extensive display of venue and village models showed the architectural layout of the facilities which would be used for the Games and renderings and a slide show helped the viewer to visualize these sites as they would be at the time of the Games. A display of the recently-completed fine arts poster series was also mounted. New advances in technology for the Games, including the Electronic Messaging System, were on display in the same area and representatives of the companies involved helped to explain the operations of each system.

A wide variety of entertainment and a gift program was developed for each guest. Entertainment included dinners hosted by the LAOOC on a sound stage of a Los Angeles film studio and in the homes of individual Southern Californians and a dinner hosted by the IOC. A special gift for each delegate was developed and a package for each person with informational items, a guide for the meetings and meeting stationery was given on arrival at the accreditation and registration center.

A guest program was developed for spouses of meeting participants, including tours of Disneyland, Universal Studios and a shopping tour of the Beverly Center. A program of thoroughbred racing at Santa Anita Park was also offered. Sign-ups were required at least 24 hours in advance of the tour requested and could be made at the main accreditation and check-in station from 0900-1700 hours daily.

Health services were extensively provided, including a chief medical officer and a medical aid station open around the clock. A total of 101 patients were received and assisted over the ten days of operation with a one-day high of 19 persons. An information desk was provided in the exhibit area to answer questions about health services for the Games.

Office areas were set up for the IOC and for the LAOOC. The IOC Secretariat featured desks and typewriters as at Pasadena, but massive photocopying requirements included two high-volume machines and thousands of sheets of paper in three colors.

The United States Postal Service produced a special cancellation for the meeting and provided basic retail services at a temporary postal station in the exhibit area from 0800-1000 hours and 1200-1400 hours daily.

Press, radio and television representatives had two areas set aside for their use. An IOC and LAOOC press office was arranged for accreditation and to take interview requests. An adjoining area was used for news conferences with a seating capacity of 50 persons and additional space for television crews. A workroom was located on another level and had facilities for 36

journalists to work, plus nine charge-a-call telephones, three telex machines and two telecopiers. A lounge area with light refreshments and international newspapers was also provided.

A demonstration sports program was offered on 18 January at Beverly Hills High School. A demonstration of rhythmic gymnastics and synchronized swimming was presented with teams from the United States, Canada and Cuba performing. In addition, a sports desk was set up at the main accreditation area to answer questions about the preparations for the competitions in 1984. It was staffed from 0800-1000 hours and from 1200-1400 hours daily.

Tours of the venue sites were available on two different days: 16 or 17 January. Delegates had to register for the tour(s) desired, as the LAOOC provided tours of four different groups of venue sites to suit the varying interests of the many NOCs in attendance.

Transport was provided for all of the special events as well as for arrival and departure. LAOOC staff members were assigned to meet all arriving delegates, provided arrival information had been received. A pre-departure guide was sent to all delegates well in advance of the meeting with details of climate, U.S. border entry and hotel reservation procedures and luggage tags. Transport from the Biltmore to the Los Angeles International Airport was available on 21-22 January at no charge. Buses left on the half-hour from 0500-1600 hours and hourly from 1600-2000 from the Biltmore. Reservations were not required. A travel service bureau was located at the LAOOC secretariat to help arrange return air travel as necessary from 0800-2000 hours daily.

A large volunteer staff worked at the meeting in addition to the permanent LAOOC staff. In all, 182 people contributed 12,233 hours as hosts/hostesses, drivers and medical aid station personnel.

18.05.3 Program of the meetings

As noted below, the meetings in January 1983 were a seemingly endless combination of events put on by different groups who came to Los Angeles:

Wednesday, 12 January

- Opening of the IOC Secretariat
- Opening of the LAOOC Secretariat

Friday, 14 January

- Meeting of the Association of African NOCs
- Reception for Association of African NOCs, hosted by the LAOOC
- Venue tour for the IOC Press Commission

Saturday, 15 January

- Meeting of the Council of the Association of National Olympic Committees (ANOC)
- Venue tour for the IOC Press Commission
- Venue tour for the IOC Television Commission

Sunday, 16 January

- Meeting of the IOC Press Sub-Commission
- Meeting of the IOC Television Commission
- Meeting of the IOC Working Group of Assistance to the NOCs
- Premiere opening of the technology and venue model displays in the Regency Room at the Biltmore Hotel
- A screening of the ABC Sports/LAOOC film, "Sharing The Dream"
- Venue tours (Northern, Southern and Central/Western) for the delegates

Monday, 17 January

- Meeting of the IOC Press Commission
- Meeting of the General Assembly of the ANOC
- Press conference given by the International Amateur Athletic Federation
- Venue tours for the delegates and members of the Executive Board of the IOC

Tuesday, 18 January

- Meeting of the Executive Board of the IOC
- Meeting of the General Assembly of the ANOC
- News briefing given by the IOC director
- News conference given by the Organizing Committee of the XIV Olympic Winter Games-Sarajevo 1984
- Program for guests of delegates at the Beverly Center and Universal Studios
- Presentation of 1912 Olympic medals to the family of Jim Thorpe Reception following the Thorpe presentation hosted by the United States Olympic Committee
- Sports demonstration of rhythmic gymnastics and synchronized swimming and reception and dinner following hosted by the LAOOC

Wednesday, 19 January

- Meeting of the Executive Board of the IOC
- Meeting of the IOC Commission for the Olympic Movement
- Meeting of the General Assembly of the ANOC
- Program for guests at Santa Anita Park
- Reception and dinner for the delegation in the homes of Southern Californians
- Reception and dinner for the accredited media at the home of the LAOOC news secretary

Thursday, 20 January

- Meeting of the Executive Board of the IOC with the National Olympic Committees

- Program for guests at Disneyland
- News briefing(s) given by the IOC director
- Report of the LAOOC to the Executive Board of the IOC with the NOC
- Reception and dinner hosted by the IOC

Friday, 21 January

- Meeting of the Executive Board of the IOC
- News briefing given by the IOC director
- News conference given by the president of the IOC
- Report of the LAOOC to the Executive Board of the IOC

18.06 LAOOC responsibility during the meeting of the 88th Session of the IOC in Los Angeles in July 1984

18.06.1 Administration and site

The 88th Session of the International Olympic Committee was held in Los Angeles for the first time since 1932, when it was held in the Music Room of the Biltmore Hotel. The Session returned to the very same site 52 years later as the LAOOC organized the Session in the Biltmore following the successful meetings there in January 1983.

Again the LAOOC was called upon for various types of technical assistance from the IOC, which utilized the Biltmore as its headquarters hotel for the Games in addition to being the site of the Session.

18.06.2 Meeting services

All of the Biltmore's many conference and meeting rooms were taken up by the Session's requirements. The main floor was taken up by the meeting rooms and the secretariats of the IOC and LAOOC, while the upstairs conference areas were used for smaller office requirements. The move-in process, including all room conversions, was completed within seven days of the LAOOC's occupancy of the Biltmore.

A central area was set up to speed in-processing and accreditation. The Galeria Room housed the accommodations area for the Session and for all guests staying at the Biltmore and the accreditation area for all persons in categories "A," "B," and "G." Representatives of the LAOOC's Finance Department were present to clear up any questions regarding advance deposits or remaining payments. As the LAOOC had rented 90 percent of the Biltmore's rooms, it had a substantial responsibility to be sure that the guests were assigned and had paid properly; no accreditations were processed until all financial matters had

been settled. The accommodations group was present from 0700-2200 hours daily from 14 July-12 August, while the Finance Department representatives were available from 0700-2400 hours daily; accreditation was open from 0800-2400 hours from 14-31 July and from 0800-1600 hours from 1-12 August. Delegates could also purchase Olympic Family insurance on the spot there.

A desk was arranged for guest program sign-ups, host or hostess requests and for meal services and extra tickets for meals in the Renaissance Room. Transportation and travel representatives were present to assist delegates with their air and ground travel requirements; the travel desk was open from 0900-1700 hours from 19-22 July and from 0800-2000 hours from 23 July-13 August. A ticketing desk was present to distribute necessary tickets to those Olympic Family members who were required to have them to attend the events from 0700-1900 hours daily during the competition period.

Food service was available for three meals per day in the Renaissance Room for the Olympic Family. Entry was controlled by tickets which were distributed in the Galeria Room, and breakfast was the most heavily attended meal. A special room was set up for lunch and dinner service for the IOC Secretariat.

Health services were located in a third floor complex and were available on a 24-hours per day basis. A large one-bedroom suite and three adjoining rooms were used for medical treatment and waiting (two rooms), office space (one room) and the bedroom of the suite was used for the Medical Command Center with liaison to all venues, Olympic hospitals and ambulance dispatch. The living room of the suite was converted for use as a meeting room for the IOC Medical Commission during the Games and simultaneous interpretation equipment was installed.

The IOC Secretariat was placed in the Music Room and required substantial office machinery. Two telex machines and two high-volume Xerox copiers were installed in addition to 20 desks and switchboard for the administrative staff of approximately 25 persons.

Special arrangements were made for the secretariats of the president of the IOC and for the director. The quarters of President Juan Antonio Samaranch were contained on two floors and included extensive technology, including: EMS, television monitors showing the host broadcaster feed from all venues, plus additional television and video-cassette recording equipment in four other rooms. Seven telephone lines were installed along with one telex machine, one telecopier and two small photocopiers. Office space for nine assistants was present, plus two conference rooms, a private office and a private dining room. There were four

separate bedrooms for the use of the president and his staff. Director Monique Berlioux's suite included a waiting room for ten persons, two combination offices/conference rooms and two bedrooms for her and two staff assistants. Four telephone lines were installed along with two small photocopiers in the offices and television and video cassette equipment in the waiting room.

The IOC Session itself was held in the Crystal Room with simultaneous interpretation available for the members. Executive Board and various commission meetings were held in the Colonnade Room, adjacent to the Crystal Ballroom.

Meeting space for associated IOC functions and offices was provided on the second level conference area. Offices were arranged for the IOC's director of Olympic Solidarity, protocol and for the IOC's honorary director of sports. The Olympic Solidarity secretariat was also placed on this level and desks for six people were installed, along with photocopier and television equipment. An "Olympic Club" was also set up by the IOC, with refreshments, seating for persons and wide-screen television. Although only persons holding accreditations of the "A", "B" or "G" category were admitted, the area proved very popular. A small office for support staff for the sports director was also arranged for three persons. Banking services for all Biltmore guests was arranged on this level as well and was open from 0900 to 2100 hours daily from 15 July to 13 August. The LAOOC also placed its calligraphy team on the conference level in a secured area to allow them to work in some privacy.

Offices for the LAOOC were located in the Olympic Room. Representatives of the Government Relations Department were present along with the LAOOC's vice-president for protocol, who also worked out of this office. Protocol representatives were available in the Olympic Room on an around-the-clock basis beginning on 14 July and through 12 August.

Press services for the Session were light and were concentrated in the Regency Room. An accreditation and information area for the IOC was set up and working facilities for journalists, including tables, typewriters, EMS, six charge-a-call telephones, two telex and telecopiers were arranged.

Games results and exhibitions by cities hosting future Games or bidding for the right to host future Games were also placed downstairs in the Regency Room. A massive copying center utilizing four Xerox 9500 copying machines was setup alongside results receiving composing equipment.



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Office space for the LAOOC's material supply and technology groups was also located nearby. Although the results center operated very well, little interest was shown in the printed results with EMS available upstairs and because all results were reprinted in bound form in the "Olympic Record" newspaper, which was distributed free to delegates residing in the Biltmore.

The exhibit space in the Regency Room was well used. Exhibitions were maintained by Seoul, host city for the Games of the XXIVth Olympiad and by 1992 bid cities Amsterdam and Barcelona (Olympic Games) and Cortina (Olympic Winter Games). Lillehammer and Falun, also bidding for the 1992 Olympic Winter Games had hospitality areas on the conference level.

Several convenience services for the delegates were offered in the Galeria Hallway, just outside of the LAOOC's protocol offices in the Olympic Room. These included a service desk for DHL's international courier service, a

13 Poster for the 88th Session of the International Olympic Committee.

message and information desk (open 0700-2000 hours daily), an Olympic messaging system kiosk for leaving tape-recorded messages for registered delegates and a small United States Postal Service station for the convenience of the delegates.

Transport services had headquarters across the street in a major garage complex. Each IOC member was assigned one car and a driver with a total of approximately 110 dedicated vehicles. Other VIPs or guests were assigned cars and drivers for temporary use upon approval of the president of the IOC or of the LAOOC. About 250 cars were available for this purpose. Bus transportation arrangements were made for such special events as the opening of the 88th Session of the IOC, the Pre-Opening Gala concert at the Hollywood Bowl, the Opening and Closing Ceremonies and the LAOOC's own reception.

**18.06.3
Opening of the 88th Session of the IOC**

The LAOOC arranged the necessary preparations for the opening of the 88th Session of the International Olympic Committee which was held on Tuesday, 24 July 1984. The site was the Dorothy Chandler Pavilion of The Music Center in Los Angeles, chosen for its architectural beauty as well as its downtown Los Angeles location, not far from the Biltmore Hotel. The IOC approved the choice of the site in January 1984.

The Olympic Charter regulations regarding the Session and the Opening Ceremony were very specific, leaving the LAOOC to carry out the pre-determined course of events. A logo was designed and approved by the IOC in February 1984 and an informal letter to all IOC members and the presidents and secretaries-general of the IFs and NOCs was sent on specially-designed stationery in June. Tickets for admittance to the ceremony were printed in conjunction with the LAOOC's Ticketing Department, which was able to incorporate the special 88th Session logo.

The distribution of the invitations and tickets proved to be one of the more exhausting exercises in the entire operation of the Opening Ceremony. All invitations and tickets for locally-invited guests were sent out in the first week of July. A wide-spread delivery process was undertaken when guests and teams began to arrive in Los Angeles and deliveries were made to guests in the Biltmore Hotel, to guests in private homes around Southern California, to hotels near some of the venues where the IFs were headquarters and to the villages for the teams.

The LAOOC handled transport from the Biltmore to the Chandler Pavilion while other guests were encouraged to drive their own cars. A total of 15 luxury passenger buses were used, making two trips each in the transport of almost 1,000 people from the Biltmore. Special cars were used to transport the president of the IOC, honorary life president of the IOC, director of the IOC, president of the United States Olympic Committee, mayor of the city of Los

Angeles and the governor of the state of California.

Hosts and hostesses assisted in all phases of the transportation to the Chandler and seating and service upon arrival. Thirty were assigned to IOC members, 20 assisted in the departure from the Biltmore, 24 distributed programs on arrival at the Chandler, 62 helped with direction and seating, six assisted with ticket distribution as necessary and ten others were available for assistance at the reception following the ceremony.

In the Chandler Pavilion itself, space was available for 3,128 seats. The distribution of the seats was divided into six categories, roughly along the same divisions as for Olympic accreditations:

- "A" (205 seats); IOC members and guests
- "B" (873 seats); IOC commission and secretariat members, presidents/ secretaries-general and technical delegates of the IFs and presidents and secretaries-general of the NOCs
- "C" (786 seats); chefs de mission of the competing teams, directors, offices, staff and guests of the Organizing Committee and representatives of the cities bidding for future Games and Sessions
- "E" (272 seats); press, radio and television personnel
- "G" (467 seats); distinguished guests and government officials
- "P" (525 seats); others

Approximately 2,600 persons actually attended the opening of the Session. In addition to the protocol ceremony, a special presentation of an Olympic flag was made to the Los Angeles Mayor Tom Bradley, and a special performance was given by the San Francisco Ballet.

The following speeches were given by the president of the United States Olympic Committee, William Simon, the president of the IOC, Juan Antonio Samaranch and the governor of the state of California, George Deukmejian:

Speech by William E. Simon

"We come together tonight to open the 88th Session of the International Olympic Committee, on the eve of the Games of the Twenty Third Olympiad and as president of the U.S. Olympic Committee, it is a great honor for me to welcome all of you to the city of Los Angeles, the Queen City of America's Golden West.

"Almost a century ago, from the single-minded vision of Baron de Coubertin, the Olympic Games arose again from their slumber of a millennium and a half. Beginning slowly at first, the Olympic Movement has grown steadily ever since. For there is some thing about the guiding motto of the Olympiad: 'Citius, Altius, Fortius'— Swifter, Higher, Stronger—that has excited the imagination of millions on every continent of the globe.

"For who can fail to be excited by the magnificence of the great Olympic performers? Who, in a village in Kenya, does not honor the name of Kipchoge Keino? Who amid the snows of Finland, does not honor Paavo Nurmi and Lasse Viren? Who in Cuba is ignorant of the



great champions, Stevenson and Juantorena? What American sports fan has never heard of Jesse Owens and Mark Spitz? (Who, in a remote village in the Soviet Urals, lives unaware of the exploits of the fleet Tatyana Kazankina and the mighty Alexeev?).

"But the people of the world honor not only their own national champions in the Olympics. They honor the champions of all lands, all tongues, all nationalities, all political systems. For as the British poet Kipling so beautifully put it:

'There is neither east nor west nor border, nor breed, nor birth when two strong men stand face to face though they come from the ends of the earth!'

"In the Games about to open, many strong men and strong women will stand face to face, though they come from the ends of the earth. The 1984 Olympics will have the largest number of national delegations ever. Many countries will be represented for the first time. They will, I am convinced, have one of the most memorable experiences of their lives.

"For athletics, as much as any avocation of human beings since the dawn of time, has provided a worthy opportunity for men and women of all nationalities to bridge the barriers that divide them, and to speak to each other from the heart. And the work of the International Olympic Committee,

perhaps more than any other international organization of our time, has made this possible.

"Think of it: in a world of tension and conflict of many kinds, in a world where untold millions live in fear of attack or destruction, the Olympic Movement has gleamed like a shining beacon, sending its beneficent rays out to bring light across a sea of darkness.

"Through its hard work, through the tireless efforts of men and women of many countries, the IOC has time and again achieved what the greatest statesmen can only dream about: It has brought together all mankind in the spirit of understanding, of mutual respect, of friendship, in the pursuit of excellence.

"Can the success of these efforts go unnoticed? Can the people of the world not see that the achievement of the Olympic Movement must be expanded into many other areas of human life? Can we, all of us, from whatever land, who fear for the future of our civilization and our planet, can we not see that the spirit of the Olympics must be the spirit of the future if mankind is to have a future at all?

"Tonight, at the opening of these Olympic Ceremonies, I challenge all of you who are dedicated to the ideals of sport and to the ideals of the Olympic Movement. I challenge you to strengthen those honored and vital ideals. I challenge you to give them new meanings, and to work to give ever more of the world's young men and women the chance to participate in athletic competition across the borders that may divide them. And above all, I challenge you to work tirelessly to show your own

governments how much the world can benefit from adoption of the Olympic spirit and ideals in all aspects of our international intercourse."

Speech by Juan Antonio Samaranch
"We are gathered here together in Los Angeles, just a few days before the opening of the Games of the XXIIIrd Olympiad. This is the second time we meet this year, following on the successful Olympic Winter Games in Sarajevo. We had hoped that our Session and these Games would be held in the presence of the entire Olympic Family; however, events beyond our control have prevented this, to our sincere regret.

"Despite repeated verbal and written assurances, from the Organizing Committee for the Games in Los Angeles, the Municipal authorities, the Government of the United States and its President, in addition to the entire Olympic Movement, a few National Olympic Committees have found it impossible to send their athletes to the 1984 Olympic Games mainly for security reasons. It is not for me at this moment to judge their motives for this decision. That is the responsibility of this Session.

"Nonetheless it is true that for the third time in succession the Games have been tarnished by the absence of some members of the Olympic Family. In 1976 in Montreal. In 1980 in Moscow. And now in 1984 in Los Angeles. For various reasons, the very people for whom the Games are intended, the

athletes who have worked hard and confidently for many long years to ward their participation in the Games, have found themselves excluded from this great quadrennial festival of youth and sport.

"One thing is certain: such decisions can only cause harm to the whole Olympic Movement.

"As for us, the leaders of the Olympic Movement, we must state clearly and more forcefully than ever that this practice is quite unacceptable to us.

"In the first place, because, as always, those who suffer most are the athletes, and the athletes alone. They are the principal victims and for many of them it is a tragedy. They have lost their only chance to take part in an event for which they have worked so hard for so long: a great celebration of youth and sport, without any political, racial or religious discrimination, where the only goal is to measure one's strength against an opponent in an atmosphere of friendship, brotherhood and fair-play. The athletes have little chance of having their opinions taken into consideration, and it is for this reason that the IOC setup an athlete's commission to give them a forum in which to express their views. This commission has spoken out clearly against boycotts.

"Secondly, because this negative action is also likely to destroy the edifice which has been so patiently erected by our predecessors and by ourselves.

"Finally, because it allows the intrusion of political elements into sport while at the same time failing to offer any valid solution for the tense situation in international relations.



International Olympic Committee

"Once again, sport and Olympism have to pay a high price for the periodic eruption of political tension in the world.

"As in 1980, the International Olympic Committee, the Organizing Committee, the International Federations and the National Olympic Committees have done everything that is within their power to try to avert this tragedy. Once more, we have taken up a firm crusading stance to preach reconciliation and attempt to persuade those responsible to reverse their decision. We have fought right up to the fast minute, held the door open up to the last moment. Alas, in vain.

"The Games due to open shortly will nonetheless be a very great event. A record number of over 140 National Olympic Committees will take part, many for the first time, and I am sure that new talents will come to light. As in 1980, the Olympic Movement, through the Organizing Committee, will ensure the success of the Games of the XXIIIrd Olympiad.

"At every Olympic Games, there have always been wonderful demonstrations of generosity, friendship and courage by athletes from countries whose governments are at odds. These examples are ample proof that sport is one of the few opportunities which exists in the world through which we can successfully surmount our differences.

"If I have learned one thing in my life, it is that only through human contact can our differences be overcome and dialogue opened. Perhaps that is what our world today lacks the most.

"It is our responsibility therefore, as members of the International Olympic Committee, and of the International Federations, the National Olympic Committees and all the other sports organizations, to struggle firmly to convince world leaders that to hold sport as a hostage only serves to create new sources of conflict, for thus we lose irrevocably one of the greatest opportunities open to us to meet in a friendly manner and to seek mutual understanding.

"In fact, it is not the future of sport and Olympism which is at stake. It is the future of mankind. For this reason I take the liberty of calling upon all those responsible to try to understand the seriousness of the situation and facilitate our task while respecting our principles and the dignity of the athletes.

"The International Olympic Committee does not have at its disposal any measurable or conventional powers, as do the governments of the world. However, if it were suddenly necessary for governments to repay all those people who have freely and generously given their time to sport, very few states would be in a position to do so.

That is why it is so important, as I have stressed many times already, that the Olympic Movement be recognized for what it is, a non-political voluntary body, and that our rules be respected and honored by all.

"This is what I continually stress during my numerous contacts with those in positions of responsibility throughout the world. The National Olympic Committees and the national sports organizations must work in close collaboration with their governments and must maintain good relations with them. But on the other hand, governments must accept our approach to life, our rules and our traditions, and respect our independence and autonomy.

"This is all the more essential when one considers the current international situation. Today's world can be roughly divided between two radically different political systems, each one having developed its own sports organization. It would therefore be totally unrealistic to try to impose one upon the other. The Olympic Movement, and more particularly the International Olympic Committee, has accordingly the heavy task and responsibility of forming a bridge between these two worlds and offering their athletes equal opportunities and conditions so that they may train and compete under the Olympic flag.

"One of the aims of the Olympic Movement is, in fact, to educate young people through sport in a spirit of better understanding and friendship, thereby helping to build a better and more peaceful world.

"Current events are a clear indication of to what extent this ideal is necessary, not only in the domain of sport, but in all walks of life. I can

assure you that the Olympic Movement will do everything in its power in order to preserve this ideal.

"We must think of the future. Once the Games are over, we must begin the work of re-building. Our main concern must be to avoid jeopardizing the future of the Movement.

"This will be the main task of this Session. Over the next few days we shall have to examine the various possibilities open to us in order to try and avoid a repetition of so many unfortunate events. I would like to stress here that the prime responsibility, among many others, of the National Olympic Committees, the main purpose for which they were established by our founder, is to organize their sportsmen and women and to seek their proper representation at the Olympic Games. This, I repeat, is their primary function. We must therefore study all possible ways and means to facilitate this representation and, perhaps, legislate for it through the Olympic Charter.

"The Olympic Movement is one of the greatest social forces of our era. The traditional image which the IOC has offered for many years of an institution only concerned with the organization of the Olympic Games once every four years has now evolved into something much broader.

14 The IOC Press Commission meets.



"Following the steps of Baron Pierre de Coubertin, the International Olympic Committee has firmly directed its action towards a long term program, intended not only for top level athletes, but also for all those who share the Olympic ideals, whatever their age or their physical capacities.

"We continue to maintain close links with all National Olympic Committees throughout the world by meeting them on their own soil in order to offer them whatever kind of help they require, mainly through Olympic Solidarity.

"We are conscious too of the fact that the work to be accomplished is very great and we are aware that we cannot carry it out alone. Nor is it our intention to do so. By giving our patronage and assisting the continental and regional Games, by helping the organizers of mass sports events and popular races, by bringing disabled athletes to compete for the first time on Olympic tracks, by encouraging the setting up of sports museums in every country and promoting the organization of art exhibitions devoted to sport, we intend to fulfill the aims of the Olympic Movement.

"We are not in competition with anyone, nor do we seek supremacy. On the contrary, our actions are open to all those who wish to join us in reaching our goals, and they are intended to complement the work of other groups throughout the world.

"One of these groups has as its task the defense of Fair Play and the fight against violence in sport. I should like to say a few words on these points.

"What is Fair Play if it is not dignity and self-respect?

"Human dignity as it is defined in the Charter of Human Rights. Each one of us, every person on this Earth, possesses this dignity, not acquired at the price of some achievement, but naturally inherent to mankind. It exists independently of social rank, position or wealth. It cannot cease to exist, but must constantly re-assert itself

"For several years now, we have witnessed an alarming increase of foul play, acts of violence and cheating either on an individual or organized basis. It must be said that these incidents in sport reflect what is happening in other fields of our modern society.

"Sport cannot survive without its social principles. We must also be conscious of our own behavior in life.

"We must admit that we shall never be able to codify the doctrine of Fair Play fully. This is true also of the doctrine of Olympism which must become part of our existence, depending on the values and standards of the society we live in. They cannot be compressed into detailed precepts, nor can we back them by sanctions. They are an attitude of the mind. It is only by moral and intellectual education through sport that we can hope to achieve this.

"Finally, on behalf of the members of the Olympic Family, may I take this opportunity to thank the Los Angeles Olympic Organizing Committee, and in particular its chairman, Mr. Paul Ziffren, and its president, Mr. Peter Ueberroth, and all their collaborators in all fields, and the representatives of the media and the television authorities, for all their excellent work in preparing this great festival of youth and sport which is about to begin.

"On behalf of the IOC, I wish to thank the Los Angeles County Board of Supervisors and the Music Center for providing this beautiful facility for tonight's ceremony.

"Our thanks go also to the state of California and the city of Los Angeles, whose mayor, Tom Bradley, has shown us such unfailing support throughout the long years of preparation, and to all those bodies throughout this country who have given their aid.

"This is why, as a mark of recognition to the city and the citizens of Los Angeles in thanks for all they have done for the Games and the time and effort they have devoted to the Olympic Movement, I should like to present an Olympic Flag, as a token of our respect, to remain forever in the City Hall."

Speech by George Deukmejian

"On behalf of the President of the United States, the people of America and the citizens of California, it is a great honour to welcome you to Los Angeles for the 88th Session of the International Olympic Committee.

"This is not the first time our state has been honored by the presence of the Olympic Games or infused with the Olympic spirit. We hosted the 1960 Winter Games in Squaw Valley and the 1932 Olympic Games right here in Los Angeles.

"Our state has changed a great deal since then. For one thing, we have a few more cars on the road than we did in 1932!

"Through these years the Olympic spirit has endured. It has bound our nations and peoples together as equal partners in the same human community.

"I have listened with frustration and anger to some recent suggestions that perhaps the time for the Olympic Games has passed. On the contrary, we need the Olympic Games today more than we ever have. You know this, the citizens of your countries know this and that's why over 140 teams will be competing in the 1984 Games-more nations than ever before in history.

"Nearly 8,000 athletes-the world's best-will be competing over the next several weeks. Some will win and some will lose, but they all embody the common dreams we share, regardless of our nationality, religion or race. They mark our will to survive, our courage to compete and our determination to achieve and excel with dignity and grace.



15

"*These Olympic dreams assume many shapes. Just a few days ago, the Olympic torch, which has made its way from the cradle of the Games in Greece and through 9,000 miles of American cities, plains, farms and mountains-the torch arrived in Sacramento, our state capital. And for one long, but triumphant kilometer, it was carried by Danny Hansen, a 12-year old boy who is confined to a wheelchair. And when he finished his 'run', he was asked if he thought he had proven himself Danny didn't say anything, he just smiled and we all knew his answer.

"It is for these unknown and unheralded champions all over the world that our athletes compete. They are much more than proud representatives of nations; they are ambassadors of the human spirit.

15 IOC President Juan Antonio Samaranch presents Los Angeles Mayor Tom Bradley with an IOC flag during the Opening of the IOC's Session in Los Angeles.

"You, as members and representatives of this committee, are custodians of that spirit. Guard it well. Preserve it for all time. Please never let the Olympic torch burn out.

"Ladies and gentlemen, it is now a great honor to open the 88th Session of the International Olympic Committee in Los Angeles, California."

Following the opening of the Session, a reception was held in the Grand Hall and adjacent lobbies of the Dorothy Chandler Pavilion. Hors d'oeuvres, fresh fruit and an open bar were available to the guests.

18.06.4 Program of the 88th Session of the IOC

The following program includes all meetings and the guest program. All meetings were held in the Biltmore Hotel unless otherwise noted:

Tuesday, 17 July 1984

- News conference given by the president of the IOC (Main Press Center)

Friday, 20 July

- Meeting of the Council of the Olympic Order
- Meeting of the Program Commission

Saturday, 21 July

- Meeting of the IOC Executive Board
- Meeting of the Eligibility Commission

Sunday, 22 July

- Meeting of the IOC Executive Board
- Meeting of the Eligibility Commission
- News briefings by the director of the IOC at 1300 and 1800

Monday, 23 July

- Meeting of the IOC Executive Board

Tuesday, 24 July

- Meeting of the Finance Commission
- Meeting of the Medical Commission
- Opening Ceremonies of the 88th Session of the IOC (Dorothy Chandler Pavilion of The Music Center)

Wednesday, 25 July

- 88th Session of the IOC
- Meeting of the director of the IOC, director of protocol of the IOC and the chefs de mission of the competing teams
- News briefings by the director of the IOC at 1300 and 1800 hours
- Program for guests at Saks Fifth Avenue in Beverly Hills
- Reception for the delegates given by the LAOOC

Thursday, 26 July

- 88th Session of the IOC
- News briefing given by the director of the IOC at 1800

- News conference given by the Organizing Committee of the Games of the XXIVth Olympiad—Seoul 1988

- News conference given by the Organizing Committee of the XVth Olympic Winter Games—Calgary 1988

- Program for guests at Disneyland (87 participated)
- Reception for the delegates given by the IOC

Friday, 27 July

- Meeting of the IOC Executive Board
- News conference given by the president of the IOC (Main Press Center)

Saturday, 28 July

- Meeting of the IOC Executive Board

Sunday, 29 July

- Meeting of the Association of African NOCS (ANOCA)

Monday, 30 July

- Program for guests; boat cruise at San Pedro

Thursday, 2 August

- Program for guests; breakfast at Neiman Marcus and visit to the J. Paul Getty Museum

Tuesday, 7 August

- Meeting of the Executive Council of the Association of NOCs (ANOC)

Wednesday, 8 August

- Meeting of the physicians of the ANOCA with the chairman of the IOC Medical Commission
- Program for guests; Universal Studios Tour (86 participated)

Thursday, 9 August

- Program for guests; shopping tour on Rodeo Drive in Beverly Hills (45 participated)

Sunday, 12 August

- Meeting of the IOC Executive Board
- It should be noted that the Executive Board usually met daily at 0800 or 0900 hours during the competition period and that the IOC Medical Commission met twice daily (morning and evening) in the Medical Command Center on the second floor.

18.06.5 Reflections on the operation of the Session

For the most part, the operation of the Session went very smoothly. The guests were accommodated and accredited quickly, financial arrangements were taken care of in a satisfactory manner and the operation of the secretariats of the IOC, NOCs and LAOOC operated smoothly. The LAOOC was able to meet most of the needs of the IOC members, president, director and secretariat without tremendous difficulty and in good time. The following points should be taken into account by future organizers of sessions:

- The IOC must approve the choice of hotel and rooms to be used well in advance. Unless a choice is made well ahead of time, last-minute problems will not be resolved. For Organizing Committees of Olympic Games, it is preferable to have a trial meeting with the IOC in the hotel to be used for the Session, as the LAOOC did with the Biltmore during the meetings in January 1983.
- Space plans should include flexible space which can be quickly adapted or changed for additional meeting space or for receptions. Emergency back-up spaces should be negotiated for; the LAOOC simply reserved all public room space at the Biltmore and had sufficient space to accommodate many last-minute requests.
- Delegate information became scattered over a wide variety of publications. Organizers should investigate methods of combining information into a single document to ensure meaningful transmission of the information to the delegates.
- One of the major projects for the LAOOC was the distribution of invitations. Sessions organizers will be asked to distribute numerous invitations to different groups of people at different times. Although the best method for distribution is to hand out all invitations at once upon arrival, it is also important to enlist hotel or staff assistance on short notice for the dissemination of functions which occur late in the meeting schedule.
- Signs to announce meetings will be needed and last-minute schedule changes will necessitate last-minute sign making. An on-site sign making capability would be ideal.
- Staff must be regularly informed of the newest information regarding

arrivals, departures, meetings, receptions and schedules. Regular staff meetings can help this process tremendously. Having staff cross-trained in other duties is very valuable for back-up in case of problems with sickness, late arrivals or oversleeping by staff.

18.07 Liaison with the IOC during the Games period

The IOC and LAOOC remained in close contact throughout the Games period. In addition to the IOC president and director, the LAOOC regularly met with two commissions of the IOC.

The LAOOC's vice president for protocol held a daily meeting with the IOC president and reviewed the transactions of the previous day and any requirements for the current day. This was followed by a coordinating meeting which included the LAOOC and other parties such as the IOC Executive Board. At this second meeting, it was determined which IOC members would make presentations of medals that day. The LAOOC's Olympic Family Services Department was then responsible for the dissemination of this information to the parties concerned.

The Medical Commission of the IOC met daily in the morning and evening to consider the results of the drug-testing program during the Games and to review the procedures at the venues for drug testing over the past 24 hours. The Medical Command Center in the Biltmore Hotel had sufficient space and facilities for these meetings on a daily basis.

A sub-Commission of the IOC's Press Commission met daily with the LAOOC's vice president for Press Operations, usually at 0830 hours. These meetings were usually conducted during breakfast and quite informal. The members discussed the previous day's events and the requirements for additional facilities for journalists' problems which had to be resolved and the requirements, if any, for restricted-entry to events by the use of special tickets. The Press Commission had an office reserved for it at the Main Press Center, which was used for meetings after the breakfast session.

19

In-Processing upon Arrival

19.01 Concept of the In-Processing Center

Thousands of athletes, technical officials, International Olympic Committee (IOC) members and National Olympic Committee (NOC) members arrived in Los Angeles during the weeks before the official opening of the Games. In order to fulfill their roles during the Games they had to be properly greeted and processed. This included identifying each individual with respect to national and organizational affiliation, recovering baggage and cargo, settling fees for Olympic accommodations and food services, identifying/verifying/fabricating appropriate Olympic credentials and transporting each individual and his baggage and cargo to an Olympic Games housing site.

With more than 20,000 Olympic Family members arriving to attend the Games, the in-processing center became a vital venue. It was the responsibility of the Organizing Committee to provide a place where the in-processing procedure could be completed as quickly and as graciously as possible. The first view of the United States, Los Angeles and the Olympics for a majority of the Olympic Family would be the in-processing center and the LAOOC wanted to create a favorable first impression.

By bringing together the protocol, delegate registration, accreditation, materiel management (cargo and luggage), finance, government relations and transportation functions at one site, the entire in-processing system achieved a flow-through ability far better than the alternative of fragmenting the system into individual, autonomous departments in separate locations.

19.02 Determination of the In-Processing Center location

To facilitate the in-processing of Olympic Family members in an orderly and efficient manner, the LAOOC attempted to limit the number of in-processing points. With the vast majority of Olympic Family members arriving in Los Angeles at the Los Angeles International Airport (LAX), a plan developed in early 1983 was considered whereby a solitary in-processing center would be established at LAX. This plan was evaluated and discarded since the LAOOC decided to keep media and athletes separated except during interviews. In addition, it was the LAOOC's desire to give special and separate processing to certain Olympic Family members for protocol reasons. Since it appeared that the concept of a single center for processing of all

Olympic Family members was unworkable, various alternate plans were considered.

In April, 1983, the Venue Development Department determined that processing centers would have to be established at specific Olympic focal points: either an entry point into the United States (i.e. LAX) or central work area, (i.e. the Main Press Center or the International Broadcast Center for the press, radio and TV personnel) or primary residential areas (i.e. the Olympic villages for athletes or the Biltmore Hotel for IOC/NOC dignitaries) or primary administrative areas (i.e. the LAOOC Administrative Headquarters in Culver City). These sites were reviewed in an attempt to establish the perfect combination of in-processing sites. Consideration of the sites was based upon several factors, primary among them the minimizing of combined processing, travel and waiting time. Other factors included: minimizing management decision points to be staffed, security as it related to the Olympic Family and the assets of both the Olympic Family and the LAOOC, costs and ease of management coordination/resolution of problems encountered during in-processing.

An early candidate for the primary in-processing point was the LAOOC Administrative Headquarters complex in Culver City. This site was discounted since it was too far from the airport to adequately handle travel-specific problems that could typically occur upon arrival, specifically customs cargo or baggage handling. Separate in-processing facilities were considered for each of the three villages but the idea was dropped for fear that delegations might receive housing prior to proper accreditation and completion of payments to the LAOOC. Additional combinations of sites were evaluated until it became clear that none of the combinations worked well unless LAX was included as the primary processing point.

In fall, 1983, the LAOOC made a final determination of the in-processing sites. LAX would be used as the primary in-processing point for each of the National Olympic Committee delegations (mostly athletes and technical officials), with the Biltmore Hotel serving as a secondary point for processing of "A" and "G" identity card holders and the Main Press Center

at the Los Angeles Convention Center serving as the processing point for all of the accredited media. This decision set a precedent. Never before had a complete in-processing center for an Olympics been located at an airport.

The decision to go with the LAX location was not without risk. The new Bradley International Terminal was still under construction with an undetermined completion date and the airport was expecting greater than normal traffic flow during the Olympic period. The LAOOC remained firm in its selection of LAX as the location at which the fastest in-processing could take place.

Even with the determination of these three sites for in-processing, the selection process was not complete. Within LAX, four locations were considered for the in-processing site: an off-loop site just north of the airport, the new Bradley International Terminal basement, the old separate terminal on the south side of the airport and an air-supported "bubble" structure just behind the old international terminal. Each location was reviewed by the LAOOC and in October, 1983, the "bubble" was selected as the most appropriate place for the in-processing site. This decision was reached primarily because of the accessibility of the bubble by both the normal and special traffic loops of in-coming aircraft. In addition, the structure could be dedicated solely to Olympic in-processing without extensive reworking of the physical plant. LAOOC Security Department considered it the first choice because it was a separate structure with limited, controllable access points.

Negotiations were started with the Department of Airports of the city of Los Angeles to establish a leasing agreement for the use of the "bubble" structure (hereafter referred to as the Olympic Arrival Center or OAC). Contingency plans were established to relocate the OAC to the LAOOC Administrative Headquarters complex in Culver City if the Bradley International Terminal was not completed on time, requiring the Department of Airports to use the bubble for normal airport business. By the end of 1983, the arrangement with the Department of Airports had been finalized and the development of a venue operating plan for the OAC began in earnest.

The following sections will be devoted to in-processing which occurred at the OAC since the majority of the Olympic Family was processed through this point. Details of the in-processing procedure which occurred at the Biltmore Hotel will be discussed in chapter 26 and the procedures used for the media at the Main Press Center will be detailed in chapter 23.

19.03 Development of the In-Processing Center plan

In the original venue operating plan for the Olympic Arrival Center, the primary purpose of the center was to process and accredit NOC team members and technical officials. The overall LAOOC responsibility at the airport was to greet and assist all arriving Olympic Family members and to provide transportation for them and their cargo. This simple statement belies the great amount of work and planning that was required from late 1983 through the spring of 1984 to make the OAC operational.

As originally planned by the Venue Development Department of the LAOOC, the OAC would contain 15 different, functioning departments working together to process the Olympic Family. Using the information derived from the processing of athletes at the 1983 pre-Olympic events and from post events discussions, the operating plan for the OAC was revised and refined with a subsequent reduction in the number of operational departments during the Olympics processing period. Of the original 15 departments considering operations at the OAC, only 10 actually provided services during the Games.

The Finance and Accommodations departments, working together, verified and collected any balance due for accommodations for officials of international sports federations. These departments also verified and collected balances due for accreditation for the NOC's athletes and officials residing in the villages and verified and communicated hotel and village assignments. A secondary responsibility was the issuing of receipts upon collection of outstanding balances as a prerequisite to the accreditation process. Finally, they reviewed and distributed daily audit and management reports generated by the accommodations and NOC accounting system.

The Accreditation Department was responsible for the verification of the Olympic Family member's status. This was determined by placement on the Olympic Family list and payment of all fees due to the LAOOC. Once the Accreditation staff verified a person requiring credentialing, they photographed the individual and fabricated an Olympic credential.

The Government Relations Department served as a liaison between all government agencies at the airport and Olympic Family members. The Government Relations staff also provided protocol services to non-Olympic VIPs.

Material Logistics was charged with requisitioning, purchasing, receiving, warehousing and inventorying all supplies and materials for the OAC. The department was required to deliver all requisitioned equipment to the OAC prior to the OAC becoming operational.

The Transportation Department was primarily responsible for all arrival and departure functions of the Olympic Family at the airport. These responsibilities did not include activities which took place inside the OAC. The function of greeting incoming Olympic Family members was carried out by the host/hostess staff operating under the guidance of Transportation. It was also the responsibility of the Transportation Department to move Olympic Family members from the arrival terminals to the OAC. If an Olympic Family member or other VIP personnel did not require in-processing at the OAC, he was taken to his lodgings by Transportation staff.

As part of the management function, Transportation was required to establish an operations headquarters at the Airport College (at 96th Street and Sepulveda Boulevard) for all the Olympic transportation systems at LAX. All staff check in, personnel functions and the escort program were headquartered at this site. Allied Skycap Services was contracted to move baggage from the Bradley International Terminal to the OAC.

The Technology Department provided services to the other departments functioning within the bubble of the OAC. Telecommunication, facsimile, word processing and computer (both micro and mini-computer operations) equipment were installed, tested and operational prior to the opening of the OAC. Power, lighting and maintenance support were also provided by the Technology Department.

Greeting and escort services to Olympic Family VIPs were provided by the Protocol Department. This process included notifying the U.S. Immigration and Naturalization Service and the Customs offices of the impending arrival of the VIP and then escorting him from disembarkation through the credentialing procedures at the Biltmore Hotel.

The role of the Security Department was defined as providing a safe environment for all members of the Olympic Family from their arrival at the airport to their arrival at their accommodations. This involved a coordination of efforts among the Los Angeles Police Department, the Department of Airports and various airline officials. Security also had to coordinate the transportation of the Olympic Family with the Village Security Managers, the Transportation Department, the California Highway Patrol, the Los Angeles County Sheriff's Department, the Department of Airports and the Los Angeles Police Department.

A Venue Management unit was established to coordinate and supervise all operations at the airport, inclusive of the OAC, the greeting function at all terminals, the Airport College transportation area and the Cargo Distribution Center. Beverages for the Olympic Family and box lunches for the staff were provided by the Food Service Department.

There were five LAOOC Departments which determined that their services would not be necessary at the OAC or could be provided by another department or organization already functioning at LAX. The Awards/Ceremonies Department felt that the distribution of commemorative medallions to the Olympic Family could be accomplished better away from the busy OAC. Health Services anticipated a low demand for medical services at the OAC and felt that Red Cross personnel stationed at LAX could handle requests. With the decision to in-process the media at the Main Press Center, Press Operations did not require a position within the OAC. Any questions regarding the media were handled by the OAC venue management team. The Public Information function was handled by existing traveler's aid booths in each of the terminals. TV Operations did not require a presence at the OAC since issues involving the electronic media were handled as a courtesy by ABC television, the host broadcaster.

19.04 Liaison with the LAX

The LAOOC's Government Relations and Venue Development Departments dealt specifically with the Department of Airports' General Manager and Operations Manager on issues relating to the Olympic Arrival Center prior to the establishment of a venue management team for LAX operations.



1 Los Angeles International Airport is the site of the Olympic Arrival Center.

2 Olympic Family members pick up their luggage and await transport to their accommodations.

In-Processing upon Arrival

The Department of Airports (DOA) operated under the Board of Airport Commissioners who reported to the mayor and City Council of Los Angeles. With the mayor's backing, the Board of Airports' commissioners and general manager were asked to assist the LAOOC in the development of the plan for an in-processing center at LAX.

As detailed previously, several potential sites were considered within the LAX complex but all parties agreed the Federal Inspection Service (FIS) bubble was the best site for the in-processing center. In early 1984, conditional agreement was reached on the LAOOC's use of the bubble.

Modification plans for the FIS bubble were prepared from March through May, 1984. These plans were presented to the Chief Airports Engineer on 31 May 1984. The requested modifications fell into four basic categories:

- Cleaning and painting the structure
- Installation of temporary electrical wiring and telephone lines
- Removal of baggage conveyors
- Installation of flags and banners

On 18 June, the Board of Airport Commissioners granted permission for the placement of the Olympic Arrival Center in the FIS bubble. Work on the modifications began immediately using contracted services outside of the DOA.

The Department of Airports had access to the bubble during construction and was kept aware of activities related to the development of the OAC. Likewise, the LAOOC was informed of construction progress of the new Bradley International Terminal since any major production slowdowns would result in the DOA's need to take back the bubble for regular LAX use.

19.05 Liaison with the incoming officials and teams

19.05.1 Communications in the planning stage

Communications with the Olympic Family, inclusive of International Federations and National Olympic Committees, with respect to in-processing, were limited to materials sent by the Sports, NOC Services and Accreditation departments. The information dealt with ticketing, financial/ accommodations, sport registration and accreditation policies and deadlines.

The Accreditation Department was in charge of sending out packets of information since a large percentage of the material directly involved the registration and accreditation of the Olympic Family. Unfortunately, when Olympic Family information was needed, there was no single department in charge of compilation and dissemination of the returned data to each of the departments.



Even with the establishment of the LAX Operations staff, the information flow continued to the departments that had initially requested the information. Communications with the Olympic Family in the planning stages should have focused to a much greater extent on the development of a relationship between the Organizing Committee and Olympic Family officials who were capable of putting together accurate information for in-processing.

The envoy program established by the LAOOC served a function similar to the education program of the chefs de mission. With the envoys serving as formal hosts to specific NOC delegations, the LAOOC had the ability to transmit important processing information in a more direct, personal manner. The development and utilization of the envoy program was effective and well-timed, however, more intensive training of the envoys in their assigned responsibilities would have facilitated the communication flow between the Organizing Committee and the Olympic Family.

Potential Olympic in-processing sites

- 1 Primary entry point into United States (i.e. LAX)
- 2 Central work area (i.e. Main Press Center)
- 3 Primary residential (i.e. Biltmore Hotel or Olympic Villages)
- 4 Primary administrative area (i.e. LAOOC administrative headquarters in Culver City)

Packets of information that went out to the Olympic Family in 1983 did not specify the location of the in-processing center but this had little effect on either the LAOOC's or Olympic Family's planning processes. Even in this planning stage, the procedures for in-processing had more to do with accurate and timely registration of delegates than with the transporting of personnel from disembarkation points.

19.05.2 Pre-arrival information and instructions

Since there was never a policy established which set up one LAOOC department as the originator of all information to be disseminated to the Olympic Family regarding instructions for in-processing and registration, the bulk of the responsibility was left with the three departments involved in the planning stage; the Sports, NOC Services and Accreditation departments. Since it was the Accreditation Department's responsibility to register all Olympic Family members prior to credentialing, this department developed a packet of information which integrated information from all three departments. This package included:

- Blank identity cards
- Olympic Family lists
- Instructions
- Entry forms by number
- Entry forms by name
- Form requesting team size estimates

This package went to each of the National Olympic Committees. Similar packages, without entry forms, were mailed to the International Olympic Committee and to each International Federation. In addition to these forms which dealt with delegate and sport registration, the packet contained information on the actual in-processing procedures; where to go upon arrival at LAX, greeting the delegation, payment of monies owed and transportation to one's accommodations. The packet also included information pertaining to customs and immigrations.

Return of the completed forms was required no later than 2 June 1984. A copy of the Olympic Family lists also had to be submitted to the U.S. State Department at this time. The necessity of having these forms, particularly the Olympic Family lists, returned more than a month prior to the arrival of the first NOC delegation was because of the need to use these lists as the source information for pre-printing Olympic credential inserts.

The accurate completion of the Olympic identity cards was imperative since they were to be used by the Olympic Family member as his entry visa into the United States and, subsequently, as an identification document for in-processing and accreditation.

Problems completing the forms in the information packet were generally directed to Accreditation. In cases where there appeared to be infringements on the Olympic Charter, the International Olympic Committee Director's office was consulted. In several instances, information which was to be returned to the Sports Department was returned in error to Accreditation (and vice versa). This resulted in some inaccurate attempts to do long-range planning and scheduling of Olympic Family arrivals.

19.05.3 Scheduling

The initial plan for the Olympic Arrival Center called for the development of a master schedule for all incoming NOC delegations and other large blocks of Olympic Family personnel. Each OAC department was concerned about the number of people that would be processed through LAX and the Olympic Arrival Center. The Accreditation Department developed its own database of arrival times and delegation size in order to anticipate the number of credentialing lines needed to achieve a workable process flow-through time. The Transportation Department, using different sources of information, developed its own statistics to anticipate staff and vehicular needs during the in-processing period. The LAX Venue Management group also created a database for in-processing in order to create a plan for staffing needs in the areas of technology, food service, materiel management, finance/accommodations, personnel and security. None of these databases was completely accurate since each of them drew on different sources of information which may have been outdated or superseded by the time it was used by the department. In effect, without a single, accurate source of arrival data, each department was planning for a different Olympics- the result would have been disastrous if long-range planning had not anticipated the worst situation, thereby giving the OAC personnel exceptional flexibility when the "worst possible" scenario did not materialize.

Early attempts were made to have NOC delegations re-scheduled to a more convenient arrival time. These attempts were quickly abandoned as more and more delegations changed what appeared to be firm arrival times. Much time was wasted trying to anticipate what effect international weather patterns would have on the arrival times of delegations coming from all over the world. Since there was no way to lock NOC delegations into a specific arrival date and time, time and effort would have been better spent testing all phases of the in-processing procedures to ensure that they would be 100 percent effective in case of high volume/high stress periods and training the chefs de mission to be better prepared for in-processing prior to the arrival of their delegations at LAX. The factors affecting efficient in-processing were controllable by the LAOOC; the factors affecting arrival times of the delegations were not.



3

19.06 Games operation

19.06.1 Conversion and staffing of the LAX bubble

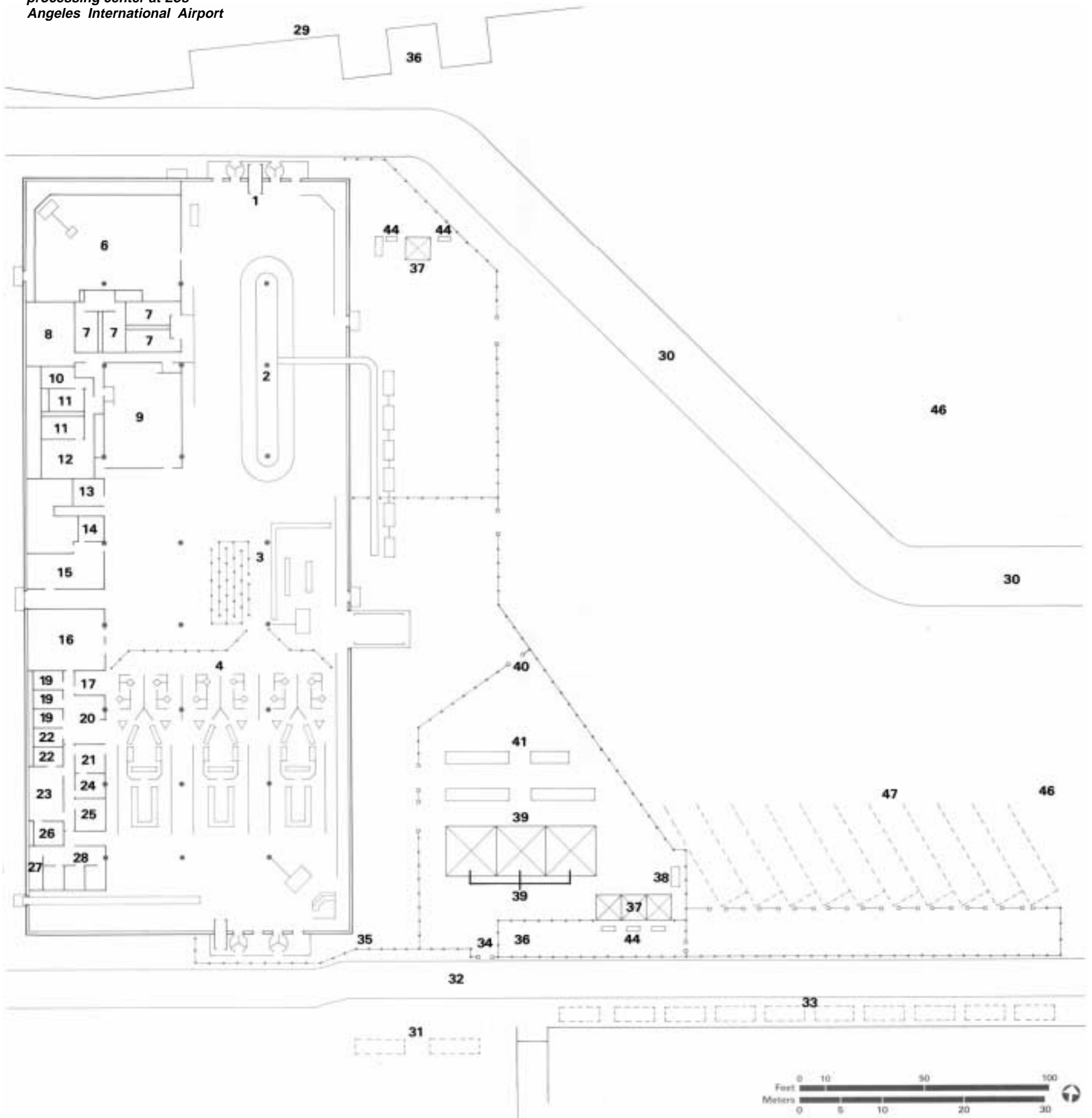
Once conditional approval had been given by the Department of Airports to use the FIS bubble structure for the Olympic Arrival Center, the LAOOC's Architecture/Construction Department began plans to convert the bubble from a baggage inspection facility to a structure capable of processing approximately 10,000 Olympic Family personnel through its doors in the course of a two-week period. Because the bubble would be the first glimpse the Olympic Family would have of the Los Angeles Olympics, particular attention was paid to the accompanying Look. Security considerations were also a high priority since processing of NOC delegations with high exposure/high risk profiles would take place there.

Aside from the removal of two high-capacity baggage conveyors, very little of the existing interior of the bubble had to be removed. The majority of the work was in the restructuring of the interior to accommodate the various working departments of the Olympic Arrival Center. Temporary offices were built along the west wall of the bubble to house the Security, Delegate Registration, Finance/ Accommodations, Data Entry, Accreditation, Government Relations, Transportation, Technology, Communications and Venue Management departments. Lounges were designed for guests, the Olympic Family and the staff who would be working around-the-clock in three eight-hour shifts.

3 Individual team members are matched with pre-printed inserts before receiving their Olympic credentials.

In-Processing upon Arrival

Olympic Family greeting and processing center at Los Angeles International Airport

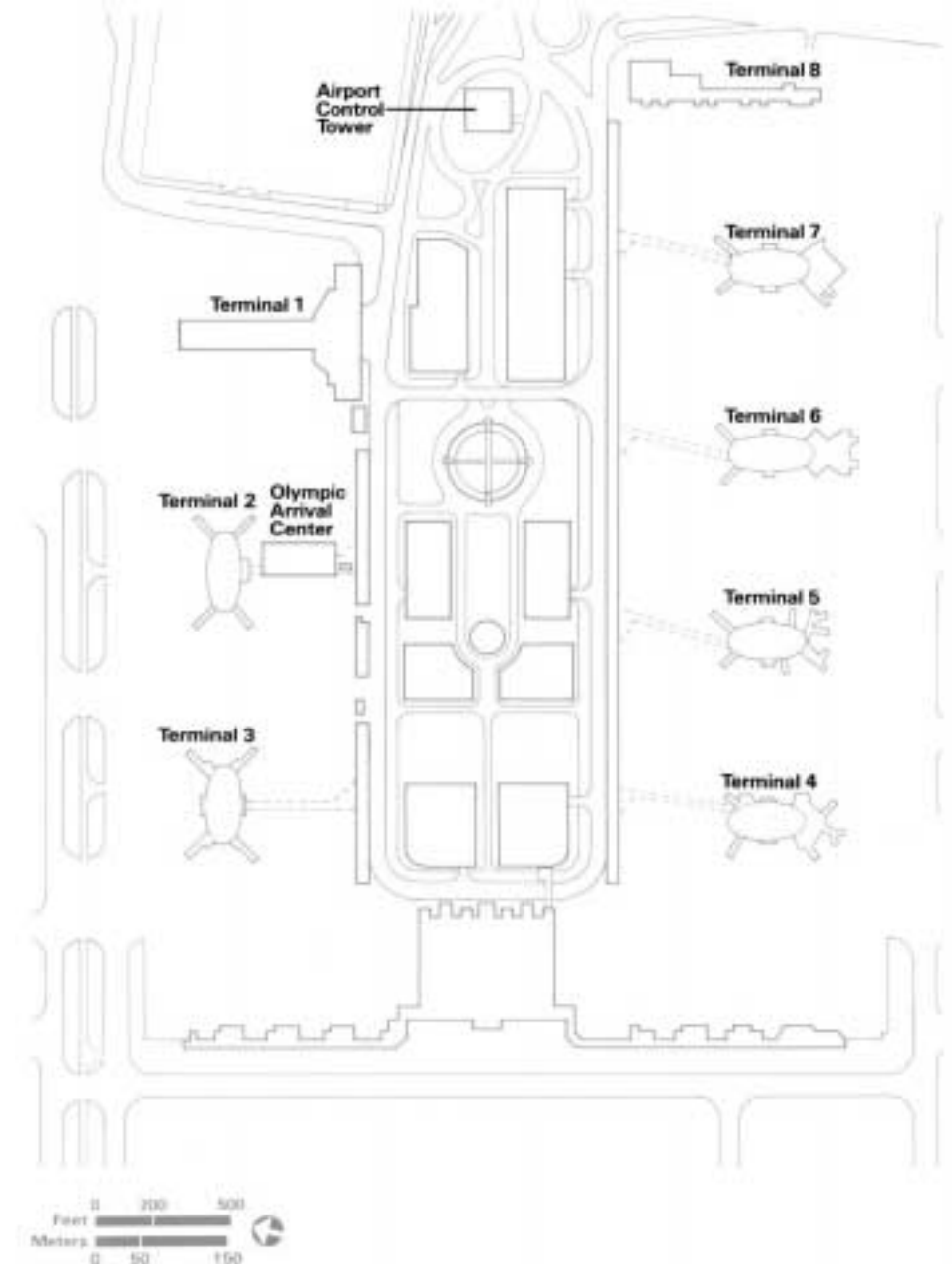


Olympic Arrival Center											
Introduction	The OAC at the Los Angeles International Airport was located adjacent to Terminal 2. The facility was 135 x 285 and was used by the LAOOC to process and accredit Olympic Family members upon arrival in Los Angeles.		10 Womens' Lounge	15x30		25 Venue Management Office	12x15		39 Shade Tent		
Department/Function	Space Use (in feet unless noted)	Notes	11 Staff Restrooms	20x25		26 Technology support Office	10x15		40 Baggage Claim Entry		
1 Entry Point			12 Mens' Lounge	15x30		27 Switchboard	8 x 18		41 Baggage Claim Storage Racks		
2 Display Area			13 Security Office	10x15	Office for 2.	28 Storage	12x25		42 Luggage Storage Racks		
3 Processing Station	30x40	Badge insert matching and assembly point. Queuing area.	14 Data Entry	12x15	Office for 4.	29 Terminal2			43 LAOOC Transportation Dispatch		
4 Badge Making		3 stations. Each station with 2 lines, bar code reader, personal computer, photo laminator, timer, cropper, camera and stand.	15 Delegation Registration	22 x 22	Work area for delegation leaders. Four desks for staff plus 2 guest chairs each.	30 Bus Lanes			44 Metal Detectors		
5 Exit Point			16 Accommodations/ Finance Office	22x30	Staff offices for 5.	31 VIP Transportation and Parking Zone			45 LAOOC Shuttle Bus Drop Off		
6 Guest Lounge	40x60	Waiting area for 80. Refreshments, television.	17 Supervisor	10x15	Office for 1.	32 Airport Traffic Lane			46 Airport Apron Area		
7 Restrooms	22x40		18 Vault	8x10	Lockable storage.	33 LAOOC Fleet Parking			47 LAOOC Bus Staging		
8 Staff Meeting Room	25x30	Conference room for 20.	19 Cash Room	10x15	Tables for counting space.	34 Baggage Claim Entry Point					
9 Staff Lounge	30x45	Rest area with tables and chairs for 50.	20 VIP Badge Processing	18x20		35 Access Control					
			21 Accreditation Supervisor	10x12		36 Security Inspection					
			22 Technology Office	(2)9x10		37 X-ray					
			23 Communications Center	15x20		38 Baggage Inspection Area					
			24 Government Relations Office	10x15							



4 The Japanese team begins in-processing at the Olympic Arrival Center.

Olympic Arrival Center building plan





5

5 LAOOC mascot Sam the Olympic Eagle greets the Peruvian team.

The Technology Department consulted with each OAC department to ascertain their equipment and power needs. Of primary importance was the planning of the lay-out of IBM System 38 terminals for use in the production of Olympic credentials and verification of Finance/Accommodations accounts. Telephonic and Electronic Messaging System (EMS) links were laid for communication with the LAOOC Administrative Headquarters and each Olympic venue.

In addition to the modifications made to the FIS bubble, several other LAX sites required minor structural or cosmetic changes. At the Bradley International Terminal, a ticket counter and back office were converted into a coordination center for hosting, inbound baggage, intra-airport transportation, NOC aides and VIP greeters. In Terminal 2, a ticket counter and back office were converted into a hostess lounge and secondary coordination office. An airline lounge on the mezzanine level of Satellite 2 was converted into a VIP waiting and hosting area. Also in Satellite 2, office space was established for a Government Relations office in the Immigration and Naturalization Services (INS) area. A partition was designed to separate the east and west halves of the Customs baggage

inspection area. Budget Rent-a-Car booths were converted to information counters and required extensive placement of signs. Signs were also placed to indicate Olympic Family bus pick-up points on the arrival level of the vehicle loop.

The conversion process of the bubble was planned from March through May of 1984 but actual construction did not begin until the middle of June. From the date the Department of Airports granted approval to the LAOOC to use the FIS bubble to the day the OAC opened was a very short 22 days.

Even before the conversion process began, staffing policies were being established for the Olympic Arrival Center. With only one LAOOC staff member working on the OAC project in 1983, the project did not start gaining momentum until May, 1984, when OAC staff totaled eight. From May through June a major push was undertaken to hire and train all OAC personnel. By 1 July 1984, approximately 932 OAC volunteers and paid staff had been hired. Each department manager conducted a training program with his personnel and a full-scale dress rehearsal was held with all OAC departments participating. Staff members who would be utilizing the IBM System 38 within the OAC were given hands-on training on identical terminals.

19.06.2 Early arrivals

Prior to 10 July 1984, the Olympic Arrival Center was not operational for the in-processing of Olympic Family personnel. Delegations or individuals arriving before this date were greeted and assisted through customs and immigrations procedures whenever possible and LAOOC transportation was made available for VIP Olympic Family members.

In an attempt to test and refine some of the in-processing procedures, the greeting and transportation functions of the in-processing system were utilized for in-coming Olympic Arts Festival performers from 28 May through 20 July 1984.

Although the OAC did not officially open to NOC delegations and other Olympic Family members until 14 July, chefs de mission (holders of "C" Olympic Identity cards) for each NOC delegation were allowed to pre-process their delegations. This meant the chef could correct and verify the Olympic Family lists for his NOC and settle the NOC's account with the Finance/Accommodation staff at the OAC without the entire delegation having to wait for these procedures to be completed. Once the Olympic Family lists were finalized and the account settled, the lists could be coded and changes to the credential inserts processed through the System 38. Without the pressures of large delegations all wishing to be in-processed at the same time, the OAC staff was capable of processing the chefs in an extremely efficient manner. Unfortunately, not all of the chefs took advantage of these four days to pre-process their delegations. An example of the time saved was in the processing of the People's Republic of China delegation. With more than 200 athletes in the delegation, the entire group was processed in less than 45 minutes largely due to the chef doing all his paperwork in advance of the delegation's arrival.

Although the early arrival system was not established to process NOC delegations (en masse) through the OAC, venue management determined that certain delegations arriving within this four-day period would be allowed to go through the OAC and complete in-processing. This decision served a two-fold purpose; it saved the delegation time and potential aggravation since it would not have to come back after 14 July to be processed and it allowed the OAC to test all of the in-processing procedures before the bulk of the NOC delegations arrived.

Early arrival processing

	10Jul	11Jul	12Jul	13Jul	Totals
B	0	0	4	0	4
C	6	3	43	13	65
O	0	0	0	0	0
F	35	6	44	60	145
Fo	32	1	38	23	54
Fx	0	0	0	0	0
J	0	0	0	0	0

The LAOOC management anticipated the value of early processing of chefs de mission and worked on several different incentive plans to gain compliance of the chefs.

Unfortunately, none of the incentive plans were ever used and a valuable chance to markedly speed up in-processing was lost. Future OCOG s should give careful consideration to any plans that would gain high compliance of the chefs to pre-process their delegations.

19.06.3

Processing of Olympic Family

Upon arriving at LAX, members of the Olympic Family were greeted at their arrival terminals by LAOOC staff from either the Protocol or Transportation/Hosting departments. Holders of "A", "B" and "G" Olympic identity cards were met by a host or hostess from the Protocol Department stationed at LAX. Holders of "D" or "J" Olympic identity cards were met by a host or hostess from the Transportation Department which provided a majority of the hosting functions within LAX.

The Olympic Family members, regardless of the department providing the host function, were escorted through the immigration and customs procedures. Special lines were established for the use of the Olympic Family in both immigration and customs to speed in-processing.

Once the Olympic Family members cleared customs they were transported (by OAC Transportation staff) to their specific Olympic in-processing center. All "A" and a majority of the "B" and "G" Olympic Identity card-holders were driven to the Biltmore Hotel to complete in-processing. "D", "J" and the remainder of the "B" and "G" card-holders were driven around the LAX vehicular loop to the Olympic Arrival Center. Determination of which in-processing center used was based on accommodations for the Olympic Family member; when an Olympic Family member was staying at the Biltmore he was in-processed at the Biltmore (see Olympic Family Services for details of in-processing at the Biltmore). Everyone else was processed at the OAC.

The "B" and "G" card-holders which were processed at the OAC were escorted into a special greeting area of the OAC. In this area the card-holders were verified against previously submitted Olympic Family lists. Once the list was verified as accurate, the card-holders were escorted to Finance/ Accommodations. "D" and "J" card-holders were escorted directly to Finance/ Accommodations upon their arrival at the OAC.

In the Finance/ Accommodation area, "B" and "G" card-holders settled the balance on their accommodation and registration fees. While this transaction was occurring, the information from the verified Olympic



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Family list was taken to the insert processing area to be checked against the pre-made credential insert. Since "D" and "J" card-holders had not undergone earlier verification from the Olympic Family list, the staff of Finance/ Accommodations was required to complete this process which was extremely slow because of the high number of changes in the lists. Each time a change was made to the list, an official of the appropriate International Federation had to be consulted. This resulted in long waits for the officials ("D" and "J") and extra work for the OAC staff. Once the new lists were verified, the officials had to settle all outstanding balances on their accommodations. As with the "B" and "G" card-holders, information from the lists was conveyed to the insert processing area while the financial transactions were taking place. The insert processing staff generated new credential inserts for the Olympic Family whenever errors or changes were made on the Olympic Family lists. After completing the Finance/ Accommodation portion of in-processing, Olympic Family members moved to the insert processing area where after showing their Finance/ Accommodation receipts, they were given credential inserts and escorted to the badge issuance area. "B" and "G" card-holders had their credentials made in a VIP badge processing area while the "D" and "J" card-holders went through the same lines as those used for processing NOC delegations.

At the badge issuance area, the Olympic Family members were photographed, the photograph was glued to the front of the credential insert and the Olympic Family member signed the back. The credential was laminated and embossed and then given to the Olympic Family member with a chain attached.

The Olympic Family member, now in possession of his Olympic credential, was escorted out of the OAC to the curb of the vehicular loop of LAX where he was reunited with his luggage. Awaiting the "B" or "G" card-holder was an LAOOC driver and car to take him to his accommodations. The "D" or "J" card-holder was met at the curb by LAOOC transportation (either a car, van or bus) to take him to his accommodations. This completed the in-processing cycle at the OAC.

19.06.4

Processing of teams and accompanying officials

Chefs de mission and aides for each of the NOC delegations were given "C" Olympic identity cards. If the chef de mission and aides arrived prior to the arrival of the NOC delegation, they were treated as special members of the Olympic Family since it was in their power to make the in-processing of their delegation a speedy and problem-free one.

The procedures used when the chef arrived before his delegation were identical to those used when he accompanied his delegation except that his athletes and officials did not have to wait while the chef completed Olympic Family list verification and settlement of outstanding Finance/ Accommodation accounts. The athletes and officials, holders of "F" Olympic Family identity cards, were treated in the same manner as "C" card-holders. Their involvement in the processing began when they were escorted to the the insert processing area of the OAC. Prior to this point, they waited in the lounge area of the OAC until the chef de mission completed early processing procedures.

6 The Canadian team gets its first glimpse of the Olympic Look inside the OAC "bubble. "

In-Processing upon Arrival

The chef de mission and his delegation were greeted at the disembarkation terminal by LAOOC hostesses and the LAOOC envoy to the country. The entire delegation was escorted through the immigration and customs proceedings utilizing special lines established specifically for their use. The delegation was then taken to the OAC by LAX transportation rather than using the LAX vehicular loop. Luggage was also transported to the OAC. Whenever a team was deemed security sensitive, arrangements were made to have the airplane carrying the team unload at the terminal nearest the OAC. Special immigration and customs procedures were set up to allow for safe processing of these teams away from the general, heavily trafficked areas. Various law enforcement agencies provided extra security as these teams were taken by the most direct route to the OAC.

The chef and his aides were escorted directly to the delegate registration area of the bubble, while the remainder of the delegation waited in the lounge. The OAC staff at the lounge provided refreshments to the waiting delegations but many teams arrived having endured long and uncomfortable flights from their homelands and their patience was inversely proportional to their desire to find comfortable beds.

At the delegate registration area, the chef was required to verify his Olympic Family lists; making any additions, deletions and spelling corrections. Once verified, the lists were turned over to the Coding Manager of Olympic Family Accreditation for proper coding of each individual for sport and function.

Once the chef completed the verification process, he was escorted to Finance/Accommodations to settle the account for all persons in the delegation. While the chef was engaged in this process, the verified and coded Olympic Family lists were delivered to the insert processing section of the OAC. The new information was entered in the IBM System 38 computer and new credential inserts were printed. Those names on the Olympic Family list which remained unchanged were printed prior to the arrival of the delegation and stored, pending distribution to the delegation members.

Upon settling his NOC account, the chef proceeded with his delegation to the insert processing area to pick up the credential inserts. Each delegation member had to provide positive identification before he was given his credential insert. The chef and the delegation then proceeded to the badge issuance area where they were photographed and the Olympic credentials were made. With the in-processing completed, the chef and the delegation were reunited with their luggage and transported to their accommodations at the Olympic Villages.

19.06.5 Review of arrival patterns and processing times

The relationship between a specific arrival time and the amount of time taken to in-process groups of people was entirely dependent on the type of person needing in-processing and the flow of additional personnel at that time through the OAC. Naturally, when a large quantity of people was moved through a process that had limited expandability there was a tendency for the flow-through time to be increased, in some cases quite dramatically.

The original venue plan called for equal staffing throughout the three eight-hour shifts but this plan was modified to accommodate the greater influx of Olympic Family personnel in the afternoon and evening. The arrival times were grouped in this time period because of the location of the Games and the international flight schedules. There was a fair amount of morning traffic before 1000 hours and a small but regular amount of post-midnight activity.

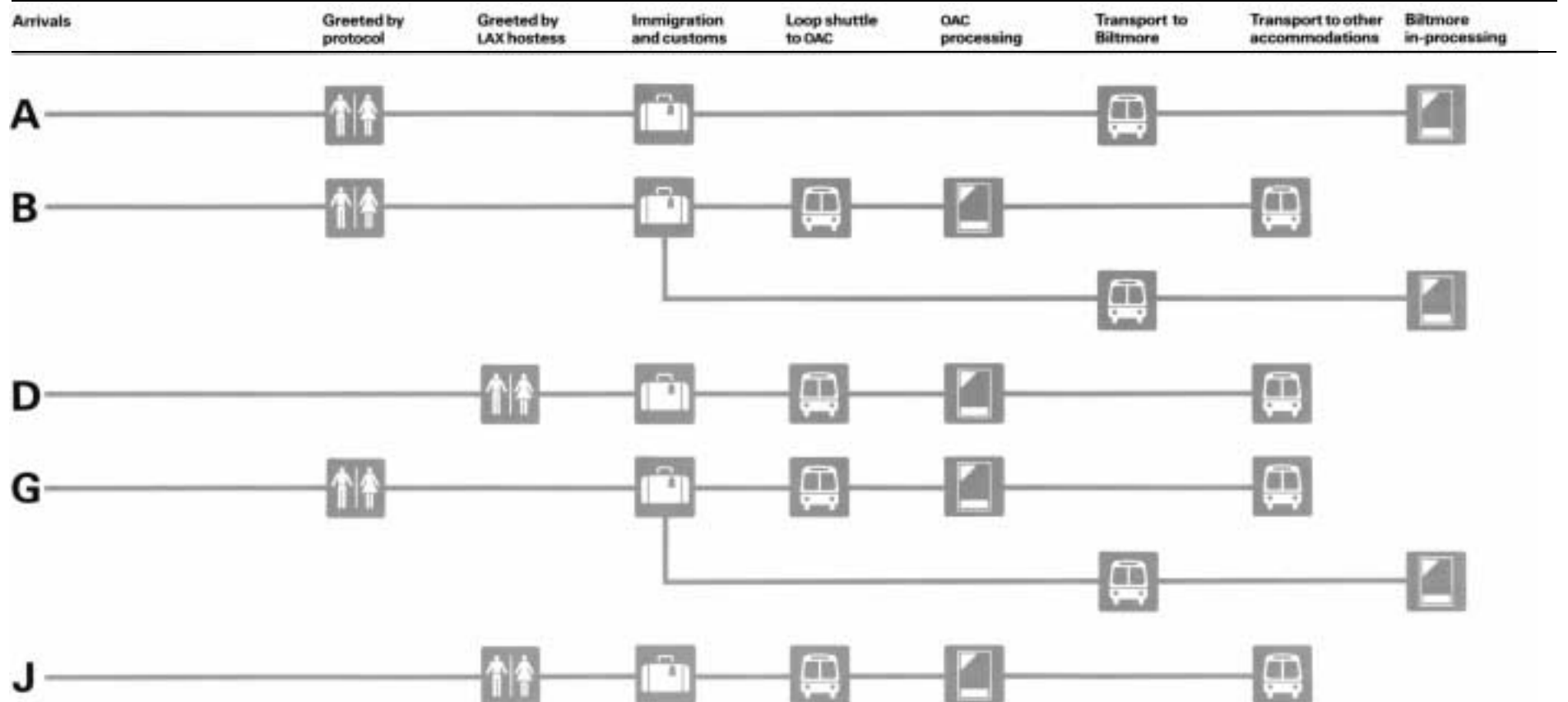
Additionally, a large factor in the determination of arrival dates for NOC delegations was the 20-day minimum Olympic Village stay required of all NOCs. This resulted in many of the NOCs planning an arrival date which would have allowed them to compete in their events and fulfill the 20-day

clause. Since large numbers of athletes were competing in the track and field events (which had final competitions near the close of the Games), their arrival times were generally 20 days prior to that date. This peak is reflected in the processing curve on 22-26 July. Forty-six percent of all personnel processed through the OAC were processed on these five dates.

The average in-processing time for a medium-sized NOC delegation (60 athletes/40 team officials) was difficult to figure since the problems of one NOC were vastly different from those of any other. However, utilizing the common-most problems for in-processing, the time breaks down in the following manner:

Function	No. of changes	Time
Verify spelling names	12	15 min.
Delete 15 athletes	10	15 min.
Verify function/title/sport	15	15 min.
Calculate officials	10	30-60 min.
Discuss who is Fo, who is Fx		
Choose sport for Fx		
Call for housing/Mayor approval		15-30 min.
Time for finance/accommodations approval		10-30 min.
Reprint badges	47	20-30 min.
Average in processing time		2 hours minimum

OF in-processing



This average NOC delegation could have greatly reduced the amount of in-processing time if the chef de mission had arrived prior to his delegation's arrival and gone through pre-processing procedures at the OAC in the four-days (10-13 July) set aside for that purpose. As an example of this pre-processing, the People's Republic of China, with a delegation in excess of 340 people, went through processing at the OAC in 45 minutes. By contrast, one small delegation of 50 people took over 5 hours to process because of the loss of their Olympic Family lists and the downtime of the System 38 computer.

Certain factors outside the control of the NOCs which affected processing time were the physical layout of the OAC and the creation of the expeditor program. Venue planning had not taken into consideration the size of the delegation representatives' party nor the length and confidentiality of the delegate registration process. Private rooms for this process would have assisted in speeding up the registration process. On a more positive note, the expeditor program was established after the OAC had begun operations. An LAOOC staff member was assigned to a specific NOC to guide them (and their paperwork) all the way through in-processing. Having one individual on staff who was aware of the status of each aspect of in-processing for that NOC had a marked effect on speeding up the process.

As discussed previously, the processing of "D" and "J" technical officials lacked the detail and procedure necessary to ensure an adequate flowthrough time. Better communication with the International Federations during the planning stages

as well as periodic updates would have resulted in much less confusion at the in-processing point. The creation of a separate department that provided the same service as delegate registration but specific to the IFs would be an ideal solution to the same problem.

Processing of the smaller groups of Olympic Family personnel ("B" and "G" identity card holders) went smoothly primarily because of the limited number processed on any given day.

With hindsight, it is easy to see where the mistakes were in the LAOOC's in-processing but it is also easy to see that for a majority of the Olympic Family, moving through the OAC was relatively painless. With earlier and better communication with the Olympic Family organizational leaders and an extended training period for all staff working in the OAC, the process would have been a quick and enjoyable one for all.

The evidence speaks for itself; with over 13,500 Olympic Family members processed through the OAC and transported to their accommodations during a one month period, the concept of a complete in-processing center at LAX was validated.

19.07 Out-processing

The system for out-processing of Olympic Family personnel was entirely different from that of in-processing. The inflow of Olympic Family for the Games was carefully monitored and controlled. It was vital that each and

every member of the Olympic Family be identified and properly credentialed in order for the Games to be run effectively and within the confines of the Olympic Charter. The out-processing and departure of the Olympic Family after the Games was more an effort to be conscientious and to leave a good feeling with departing guests.

The departments of the OAC which were operational in out-processing were primarily Transportation and Government Relations. Both the Security and Food Services Departments continued their roles which were established during the time of in-processing.

Transportation, in both its role as LAX greeter and as transporter of the Olympic Family, relied on strong communications with its staff at the Olympic Villages and other Olympic Family accommodations. This communications link was necessary in order to alert transportation management when an Olympic Family individual or NOC delegation was scheduled to depart from LAX. Once departure times had been verified with the airlines, transportation management arranged for some form of transportation to carry the Olympic Family personnel and their luggage from their accommodations to the appropriate airline terminal. In addition, Transportation assisted in the transporting and processing of Olympic Family cargo.

NOC delegations, groups of technical officials and special Olympic Family individuals were met at the airline terminals by LAX greeting staff (part of the Transportation Department) and escorted to the appropriate waiting area or gate. This greeting staff was responsible for assuring that the departing Olympic Family and their

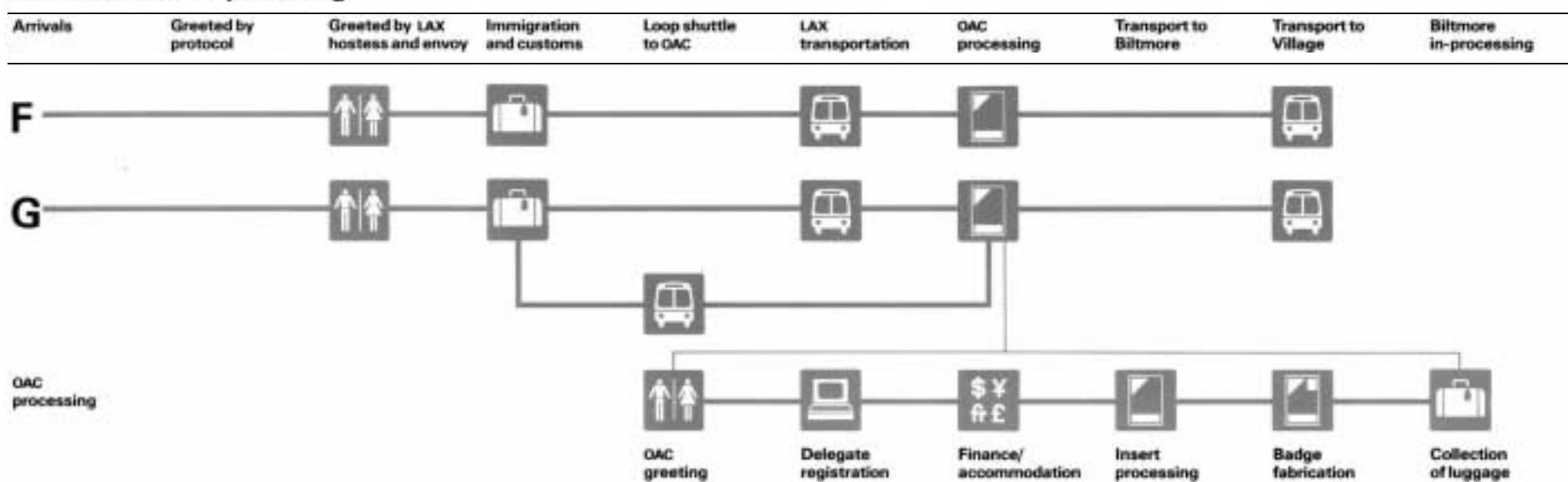
travel requirements were quickly met. Problems such as a forgotten passport were handled quickly and completely by the greeting staff. Government Relations was on call if there were any problems that could not be resolved in this manner.

Security sensitive delegations were transported to the OAC where they waited until 30 minutes prior to their departure. They were then escorted to their departure terminal. For their convenience and safety, their baggage was processed at the OAC by airline representatives. While waiting for their departure, delegations in the OAC were treated to snacks and closed circuit television.

Security and law enforcement agencies provided protection for all NOC delegations from their accommodations to their departure point at LAX. The one security incident that occurred during out-processing involved a bomb planted in the wheel well of a bus carrying an NOC team. The bomb was discovered with no one being injured. Through later investigation, it was determined that the member of the law enforcement agency who discovered and removed the bomb, was actually involved in planting it.

Aside from this one incident, the out-processing of the Olympic Family was effective and uneventful. Only time and the comments of Olympic Family visitors to Los Angeles will tell whether LAOOC could have improved on the process.

Team and official in-processing



In-Processing upon Arrival

19.08 Summary

The development of the plan for an Olympic Arrival Center at LAX for in-processing of Olympic Family members and NOC delegations proceeded according to the initial plans of the LAOOC's Venue Development Department. The physical structure and the internal technology of the bubble were completed on schedule, a pleasant surprise since this type of facility had never been used in prior Olympics. The development of an operating plan for the LAOOC departments at the OAC and staffing for in-processing were completed in time for the opening of the OAC on 10 July 1984. Training of the OAC staff was rushed because of the nearness of the training period to actual operation of the bubble. Nonetheless, the OAC staff proved more than capable of performing their jobs.

The compilation and distribution of information regarding Olympic Family and NOC delegation registration and pre-arrival documents worked well although inconsistencies in the incoming information pointed up the need for a solitary department capable of handling all pre-registration and information processing and then, during the in-processing period, multiple departments, each overseeing the processing of a particular subgroup of the Olympic Family.

The effort to have chefs de mission pre-process their delegations was a worthwhile one. The major reduction in in-processing times for delegations warrants an even greater effort to induce chefs de mission into coming to the in-processing center prior to the arrival of their delegations.

All the efforts of the OAC staff came together with the arrival of the Olympic Family in Los Angeles. Each Olympic Family delegation was greeted warmly at its arrival gate by members of the LAOOC. This goodwill continued as the delegations were moved from their arrival point to the Olympic Arrival Center. The Design and Architecture Departments had worked closely to come up with an appealing Look to the interior of the bubble. Each member of the Olympic Family was made to feel welcome as a special guest of the United States and the city of Los Angeles. In-processing procedures within the bubble were tailored to make the delegate's visit as efficient and hospitable as possible. This first meeting of Olympic Family visitors and LAOOC hosts was designed to leave a pleasant and lasting impression on the city's guest.

The concept of a primary in-processing center located at an airport has been validated by the success of the LAX Olympic Arrival Center. Future organizing committees should consider an airport in-processing center as their first choice to provide the easiest and most effective in-processing service.

Olympic Arrival Center In-processing by letter category and date

	A	B	C	D	F	Fo	Fx	G	J	Total
10 Jul	0	0	6	0	35	32	0	0	0	73
11 Jul	0	0	3	0	6	1	0	0	0	10
12 Jul	0	4	43	0	44	38	0	0	0	129
13 Jul	0	0	13	0	60	23	0	0	0	96
14 Jul	0	4	56	11	501	192	23	0	0	787
15 Jul	0	0	2	3	33	15	1	0	0	54
16 Jul	0	10	38	30	505	233	11	0	0	827
17 Jul	0	4	150	33	153	73	2	0	0	415
18 Jul	0	5	26	15	234	93	11	0	10	394
19 Jul	0	16	30	23	385	197	14	0	3	668
20 Jul	0	19	20	32	341	181	13	0	0	606
21 Jul	0	25	32	29	337	150	21	0	3	597
22 Jul	0	21	33	116	629	299	11	0	6	1,115
23 Jul	0	45	47	101	814	330	30	0	12	1,379
24 Jul	0	27	58	126	900	356	19	0	13	1,499
25 Jul	0	27	56	141	732	359	19	0	18	1,352
26 Jul	0	24	52	190	519	259	26	0	28	1,098
27 Jul	0	19	64	270	332	190	34	4	27	940
28 Jul	0	7	41	182	79	39	11	0	27	386
29 Jul	0	10	22	11	8	36	4	0	13	104
30 Jul	0	0	10	13	67	42	11	0	16	159
31 Jul	0	0	10	18	63	28	5	0	0	124
1 Aug	0	2	14	12	78	36	2	0	9	153
2 Aug	0	3	8	23	91	25	8	1	14	173
3 Aug	0	6	1	11	62	22	9	0	8	119
4 Aug	0	3	5	4	58	17	4	0	4	95
5 Aug	0	1	4	5	23	16	3	0	8	60
6 Aug	0	2	8	12	28	7	2	1	17	77
7 Aug	0	3	3	2	17	3	3	0	7	38
8 Aug	0	0	3	1	3	1	0	0	1	9
9 Aug	0	1	11	1	5	0	0	0	1	19
10 Aug	0	0	6	0	7	1	1	0	1	16
11 Aug	0	0	0	0	0	0	0	0	2	2
Totals	0	288	875	1,415	7,149	3,294	298	6	248	13,573

Olympic Arrival Center Staffing

Department	Personnel for 3 shifts for 10-31 July			Personnel for 2 shifts for 1-12 August		
	Contract	LAOOC	Total	Contract	LAOOC	Total
Accreditation						
Insert processing	88	0	88	20	0	20
Badge issuance	0	120	120	0	38	38
Accommodations	0	7	7	0	4	4
Delegate registration	0	6	6	0	6	6
Finance	0	8	8	0	4	4
Food service	0	8	8	0	14	14
Government relations	0	6	6	0	40	40
Greeting	0	155	155	0	2	2
Language services	0	12	12	0	0	0
Personnel (host/hostess)	0	23	23	0	15	15
Security	95	0	95	60	0	60
Technology	0	13	13	0	10	10
Transportation	0	374	374	0	150	150
Venue management	0	7	7	0	5	5
Total	183	739	922	80	288	368

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¹ Simultaneous interpretation services are provided for all IOC and NOC meetings at the Biltmore Hotel.

20.01 Concept of language services

The worldwide scope of the Olympic Games required a comprehensive language services department to service all participants in all areas of the Games to ensure swift and accurate communications.

To accomplish this, the Organizing Committee created an independent Language Services Department in April 1983. The department was responsible for the definition and planning of a language services program, identification of sources and recruitment of language candidates, language certification, training of interpreters and coordinators and the supervision and deployment of the Games staff.

Prior to the formal establishment of an independent Language Services Department, the language needs of the Organizing Committee were coordinated by a manager and two assistants who worked under the umbrella of the Human Resources Department. A translation chief coordinated the translation of all incoming correspondence, while actual translation projects were turned over to freelance translators and

independent translation companies. The other assistant coordinated interpretation requirements for visiting IOC/NOC delegations as well as for formal Organizing Committee meetings, as required.

The Languages Services Department included a manager and two assistants in April 1983 with a French translator/editor added in June. Administrative help and a recruiting coordinator joined the staff in October prior to major expansion in January 1984. Planning, recruiting and training and translation staff was identified as the recruitment and orientation program began in earnest. Interpretation and translation management, a personnel coordinator and translation support were added in April. Beginning in June, substantial additional short-term staff—including 43 venue coordinators and supervisors for the translation pool and conference interpreting services—joined the Language Services Department.

20.02 Determination of the level of service

The language services program was designed to provide two essential services: translation and interpretation.

Since the IOC Charter specifies English and French as the official languages of the Olympic Games, the Organizing Committee was committed to publishing all public documents pertaining to the IOC and the Olympic Games in both languages. Where necessary, the Organizing Committee translated documents and correspondence from and into English and other languages, most notably Spanish, which along with German, French and Russian are the official working languages of the Olympic Games.

To determine the extent of its interpretation service, the Language Services Department worked from the following set of assumptions pertaining to the language proficiency among members of the Olympic Family:

- Approximately 50 percent of the Olympic Family had a knowledge of English.
- The knowledge of English was more prevalent among organizers than athletes.
- The “buddy” system provided informal language assistance.
- Primary language services were most needed in formal situations.

The Language Services Department considered that the 10 most frequently spoken languages were: English (spoken in 43 countries), French (23), Spanish (22), Arabic (18), German (6), Russian (5), Portuguese (4), Mandarin (3), Italian (3) and Dutch (3). This accounted for 130 nations or more than 80 percent of all teams eligible to come to the Games.

After extensive research and analysis by sport and by country, language services decided to provide interpretation services in 24 languages. They were: Amharic, Arabic, Bulgarian, Czech, Danish, Dutch, Finnish, French, German, Greek, Hungarian, Italian, Japanese, Korean, Mandarin, Norwegian, Polish, Portuguese, Romanian, Russian, Serbo-Croatian, Spanish, Swedish and Turkish.

The Language Services Department was responsible for the staffing of the venues, the Olympic Arrival Center, the three athletes’ villages and the Main Press Center with a sufficient number of qualified interpreters that it had recruited, trained and managed. Additionally, simultaneous interpreters were provided at the Biltmore Hotel for all IOC meetings, the Main Press Center for news conferences and at all International Federation Congress sites. The Language Services Department also tested and certified

language-qualified applicants for positions as VIP and NOC aides, hosts and hostesses, information specialists and drivers who were deployed and managed by other departments.

20.03 Pre-Games translation service

A full-time French editor provided quality control of the French-English and English-French translation projects from June 1983 through March 1984. Additionally, the French editor coordinated a pool of approximately 30 freelance translators who worked on a project-by-project basis. Large translation jobs were usually subcontracted to local translation companies. In March 1984, the Language Services Department enlarged its translation staff to handle the steadily increasing workload. The translation operation at the start of the Games consisted of two French editors, one translation manager, two word processor supervisors and one assistant manager. They supervised an additional 28 translators who were assigned to the Organizing Committee by the Monterey Institute of International Studies (MIIS).

Approximately 60 percent of the translation work from April 1983 through March 1984 was done in-house. From April 1984 until 10 July 1984, increased demand for translation work required language services to assign more than 80 percent of the jobs to freelance translators and/or translation companies.

From April 1983 until 10 July 1984, 5,483 pages or approximately 1,370,750 words (based on 250 words per page) were translated. The breakdown in languages was as follows:

- English to French, 2,904 pages (63 percent)
- French to English, 784 pages (12 percent)
- English to Spanish, 163 pages (4 percent)
- Spanish to English, 394 pages (8 percent)
- English to other languages, 417 pages (6 percent)
- Other languages to English, 821 pages (7 percent)

Beginning in April 1983 and continuing through the Games, the translation operation of the LAOOC's Language Services Department translated 6,600 pages or 1,650,000 words. Among the major projects translated from English to French were:

- Competition forms, 400 pages
- Venue signs, 8,000 signs
- NOC "Communiqués," 120 pages
- "Olympic Record" stories and fillers, 700 pages
- "Villager" stories and fillers, 340 pages
- "Stars in Motion" magazines (6 issues), 150 pages
- "Pharmaceutical Guide," 60 pages
- "Chef de Mission Manual," 60 pages
- "Athletics Handbook," 80 pages
- "Entertainment Guide," 50 pages
- "Arts Festival Guide," 60 pages
- "Medical Guide," 50 pages
- "Transportation Guide," 30 pages
- "Sport Sites Guide," 30 pages
- "Customs Manual," 20 pages
- "Athletes Village Guide," 50 pages
- "Sailing Instructions and Measurement Regulations for Yachting," 25 pages

The 26 language services sports glossaries (1,311 pages) comprised the bulk of the translation projects from English to other languages. Each of the glossaries was translated into an average of seven languages. All were translated into French, Spanish, German and Russian. Other translations were in Chinese, Japanese, Romanian, Korean, Portuguese, Swedish, Serbo-Croatian, Italian, Hungarian, Finnish and Polish, depending on which languages were necessary for the given sport.

Other projects included foreign correspondence translated into English and such projects as translating "Welcome" into 22 languages and "I speak (language)" into 15 languages.

Sub-contracted translation work cost the Organizing Committee a total of \$68,670 from April 1983 through the Olympic Games—\$45,960 for freelance translators and \$22,710 for translation companies.

Through April 1984, monthly outside translation costs ranged from \$1,000 to \$3,000. But, beginning in May, costs rose substantially when it became necessary for the Organizing Committee to hire a translation company and three freelance editors to meet the deadlines set for the sports glossaries. The Organizing Committee paid \$9,000 to sub-contractors in May, \$17,000 in June and \$7,000 in July.

20.04 Plan for language services at multiple sites

The overall plan for language services was designed to deploy a staff of 715 qualified interpreters, translators and technicians to the multiple sites. The plan outlined a staff that consisted of the following:

- 15 LAOOC paid staff to supervise the various language operations.
- 43 volunteer coordinators and assistant coordinators to supervise the pool of interpreters at the venues.



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- 556 volunteer interpreters to provide language assistance for the Olympic Family and members of the working media at the villages and the venues.
- 47 contracted conference interpreters to provide simultaneous interpretation at congresses and conferences.
- Eight contracted equipment technicians to install and maintain interpretation equipment.
- 46 contracted translators and interpreters to translate from and into French and English and provide interpretation for members of the media at the Main Press Center in the Olympic working languages. Russian was deleted from the interpretation services at the Main Press Center just prior to the Games because of the small contingent of USSR journalists attending the Games.

In the plan, language services management was to supervise three basic language functions from a command post at the Main Press Center: the translation pool, which was to be based at the Main Press Center as well; the language centers at each of the venues and athletes' villages; and simultaneous interpretation provided at the IOC and NOC meetings, IF congresses and press conferences.

2 Interpreters assist gymnastics mental-around champion Koji Gushiken of Japan and the host broadcaster.

Language Services

These functions were to be performed as part of the following language operations:

- Headquarters; Main Press Center, from 14 July to 15 August. Hours of operation; 0800—2400 and emergency 24-hour service if required. Service provided; the supervision of all language service operations.
- Olympic Arrival Center; Los Angeles International Airport, from 14 July to 28 July. Hours of operation; 0600—2200 and emergency 24-hour service as required. Service provided; assist with Olympic Family arrivals and accreditation process.
- Flying Squad; Main Press Center, from 10 July to 15 August. Hours of operation; 0700—2200. Service provided; dispatch interpreters to fulfill the language needs at the Olympic Arrival Center and to cover days off and emergency replacement as necessary at venues and villages.
- Village Language Center; all villages, from 14 July to 15 August. Hours of operation; 0700—2200 and emergency 24-hour service as required. Service provided; assist village residents, assist telephone switchboard and village operations.
- Venue Language Center; all venues, from 29 July to 11 August. Hours of operation; as required. Service provided; assist the Olympic Family, members of the media and venue operations.
- Translation Pool; Main Press Center, from 14 July to 15 August; Hours of operation; 0900—2400. Service provided; translate materials from and into English and French as required by the IOC and LAOOC.
- Press Conferences; Main Press Center, from 14 July to 15 August. Hours of operation; as required. Service provided; interpret simultaneously into English, French, Spanish and German.
- IOC/ANOC/ANOCA; Biltmore Hotel, from 22 July to 12 August. Hours of operation; as required. Service provided; interpret simultaneously at formal conferences and meetings.
- Congresses; various hotels, from July 25 to 1 August. Hours of operation; as required. Service provided; interpret simultaneously at International Federation Congresses.

20.05 Recruitment of language resources

The original goal of the Language Services Department—assuming a 30 percent attrition rate and a 20 percent rejection rate—was to recruit 4,644 foreign language-capable volunteers in 23 languages to fill 2,986 identified positions as press interpreters, VIP/NOC aides, hosts/hostesses and drivers for the Games.

After the Organizing Committee shifted the responsibility for managing VIP/NOC aides and hosts/hostesses to NOC Services and language-qualified drivers to transportation, language services concentrated its recruitment efforts primarily on press interpreters, a position for which the highest level of language skills was required. Those who qualified were retained in language services for training and an eventual Games assignment, whereas candidates possessing lesser levels of fluency were referred to NOC services and transportation to staff their host/hostess and driver requirements.

Consistent with the Organizing Committee policy, the recruitment drive to fill language-qualified positions was aimed at volunteers rather than paid staff.

Active recruitment began in January 1984. Before then, the extent of the language services recruitment program was limited to the processing of unsolicited applications, a steady stream of which had been arriving by mail at the staffing centers and forwarded to the language services office.

There were three categories of unsolicited applications: those requesting volunteer positions, those requesting paid positions and those that did not specify a preference. Those seeking paid positions and those who did not state a preference were informed by letter that language-related positions were open to volunteers only. Approximately 80 percent responded and showed a willingness to volunteer.

Unsolicited applicants played a vital role in staffing the seven 1983 pre-Olympic events, beginning with the FINA Water Polo Cup at Pepperdine University in May 1983 and continuing into October. These events served as trial runs for language services as well as all other phases of Olympic operation.

Although the volume of unsolicited applications was large and continuous, it was not sufficient to meet the language requirements of the Organizing Committee. In January 1984, the LAOOC launched the following recruiting program:

- Recruitment presentations were made at 10 college campuses in Southern California: University of California, Los Angeles; University of Southern California; University of California, Riverside; California State

University at Northridge; California State University at Fullerton; Loyola Marymount University; Los Angeles Community College; Cypress College; Claremont/McKenna; and Whittier College. These presentations targeted the foreign language departments and international clubs and organizations on campus. Campus reception was lukewarm—turnouts ranged from 20 to 500 students—and yielded mostly host/hostess and driver qualified language candidates rather than a significant number of press interpreters, as expected.

- Recruitment through the media utilized public service announcements on network television and radio and a 60-second spot on French-language radio that ran once a week for six weeks. A printed press release was issued late in the program but failed to yield a significant number of applicants.
- Recruitment presentations were made to various organizations and groups with foreign affiliations such as the Chinese Interagency Council, the Lycee Francais, the Chairman of the Foreign Language Teachers' Association and the Canadian Consulate.
- A recruitment program with the Los Angeles Unified School District was initiated whereby bilingual coordinators and teachers would be granted credit or salary points for volunteering and working during the Games.
- Special recruiting procedures were necessary to recruit volunteers qualified in languages such as Amharic, Bulgarian and Czech. For example, recruiters visited numerous ethnic restaurants and churches in various ethnic neighborhoods to find speakers of those languages who would be interested in participating in the Games.
- Word-of-mouth, however, was by far the most effective recruiting tool, since many candidates learned of the program through friends and business associates.

At the Organizing Committee staffing centers, language candidates were required to list their language or languages and how they acquired their expertise, in addition to filling out the information on the general application forms. Those from politically sensitive countries such as Eastern Bloc and Middle East nations also completed a "Sensitive Country Questionnaire" to determine where candidates should not be assigned because of protocol and/or security reasons.

Language services interviews were held at the Westwood Staffing Center. There, a team of approximately 50 volunteers, most of whom had worked as language volunteers during the pre-

Olympic events, interviewed and screened applicants in both English and the applicant's foreign language. Every interview session had Spanish, French and German interviewers, and, on a regular basis, there were interview sessions conducted in Arabic, Russian, Japanese, Mandarin and Korean. Interviews in the less widely spoken languages were scheduled as needed.

Interviewers defined an applicant's language skills with the following classifications:

- Native (native ability; completely fluent; no hesitation; no grammatical, contextual or stylistic errors).
- Good (good to perfect command of the language; little hesitation; few errors; able to express all ideas).
- Functional (adequate grammar and style; able to communicate most ideas; comprehensive accent).
- Poor (many grammar, contextual and stylistic mistakes; much hesitation; unable to express basic ideas).

Those with native or good skills were scheduled to take a test in a language laboratory to determine their qualifications as Press Interpreters or VIP/NOC Aides. Those with functional or poor skills were routed to the host/hostess or driver programs or classified as non-language applicants and were therefore referred to departments where language ability was not a factor. A press interpreter was required to have native ability in both English and the foreign language; an aide had to possess a good level of fluency in one of the two languages and native fluency in the other; and a host/hostess candidate needed functional abilities in one of the languages and native in the other.

Overall, 3,707 language candidates were recruited which, though short of language services' initial goal of 4,644, was more than sufficient to satisfy the needs of the department during the Games. Because of low attrition and rejection rates, the final recruitment target was reduced to 3,600. Also, recruitment goals shifted along with the strategy to target certain languages rather than general or mass recruitment of all languages.

20.06 Training and orientation

The Language Services Department trained 43 volunteer coordinators and assistants and 650 volunteer interpreters (555 volunteer interpreters actually worked the Games).

20.06.1 Training language coordinators and assistants

The Language Coordinator Training Program prepared volunteers who had previously demonstrated management skills for supervisory positions during the Games. This group consisted of language-qualified Organizing Committee personnel and/or interpreters who had worked during the 1983 pre-Olympic events. The Language Services Department assigned one coordinator to manage the services at each of the 26 venues and an assistant at 17 of the venues. The language program at some of the venues was too small to justify the assignment of an assistant coordinator in addition to a coordinator.

The training program for coordinators and assistants consisted of four, three-hour sessions over a six-week period and introduced the coordinators and assistant coordinators to the Organizing Committee, the international Olympic movement and language services operations. They were trained by key personnel from the Language Services Department and other departments that would work closely with language services during the Games. The training focused on how to manage a pool of interpreters—ranging in size from four to 36 interpreters—and how to utilize their resources in covering all language needs in their areas of responsibility. They were also given instruction in conducting sport-specific training to pass on to their interpreters.

20.06.2 Training interpreters

Interpreters were trained in seven groups—ranging in size from 60 to 110 individuals—by three full-time language services staff members. The groups were trained on a staggered schedule, with the first starting in early May and the last beginning its training in mid-June.

The training sequence consisted of 12 modules, grouped by topic into six sessions. It covered general Olympics material, the internal structure of the Organizing Committee and how it related to the interpreter, the definition of the interpreter's role, the protocol of interpretation, memory development and note-taking and sports-specific terminology.

Training culminated with an intensive simulation of a press interview to give interpreters first-hand experience of what to expect at the villages and venues. Also, throughout the training sequence, interpreters were given suggested exercises to work on at home.

Interpreters who completed a minimum of two sessions were awarded an Organizing Committee certificate. Although interpreters were initially

required to complete the entire 12-module training sequence, exceptions were made on a case-by-case basis to accommodate those who had scheduling conflicts. Where possible, provisions were made for make-up sessions. Nonetheless, most interpreters attended the entire sequence.

20.07 Games operations

There were 15 permanent Organizing Committee staff members, 43 volunteer coordinators and assistant coordinators, 555 volunteer interpreters, 61 conference interpreters and 30 French/English translators who worked the Games for the Language Services Department.

20.07.1 Central command of operations

The Main Press Center served as the base of operations for Language Services and was the headquarters for the associate vice president for language services who supervised all Games-related language operations. In addition, language services provided two types of service at the Main Press Center: press conference interpretation and translation. The "Flying Squad," which consisted of a pool of 102 interpreters speaking 23 languages who were on call for dispatch, also operated out of the Main Press Center. Although not all Flying Squad interpreters were ever needed at this dispatch pool at any one time, it was not uncommon to find an average of 20 interpreters on stand-by.

20.07.2 Conference interpretation

Congresses and meetings interpretation was provided at eight federation congresses, two IOC sessions, two IOC press briefings, eight IOC meetings, two ANOCA meetings and 69 press conferences at the Main Press Center just prior to and during the Games.

Interpretation services were the direct responsibility of a chief interpreter who became a paid staff member of the Organizing Committee beginning 1 June 1984. Conference interpreters were highly qualified and most of the 47 used by language services were members of the International Association of Conference Interpreters (AIIC).

A global contract for technical services for all meetings organized by the Organizing Committee with



3

simultaneous interpretation was awarded to International Simultaneous Translation Services (ISTS) of Fort Myers Beach, Florida. With offices in Canada and the United States, ISTS is the largest translation company in North America. ISTS had already had previous Olympic Games experience, having worked the Games at Montreal in 1976 and the Olympic Winter Games at Lake Placid in 1980. The level of services rendered by ISTS was very high and to the satisfaction of all concerned.

Raw data compiled for the federation congresses and IOC meetings were:

- Interpretation days, 293
- Individual interpreters, 48
- Delegates served, 1,890

The data compiled for the press conferences at the Main Press Center were:

- Interpretation days, 403
- Interpreters, 14
- Delegates served, 3,000 (estimate based on number of press conferences and average attendance)

Simultaneous interpretation services were provided at the following federation congresses and meetings:

- FINA; 25 July, Pepperdine University, Malibu. Three interpreters provided service in English and French for approximately 200 delegates.
- IHF; 25-26 July, Westgate Hotel, San Diego. Nine interpreters provided service in English, French, German and Arabic for approximately 120 delegates each day.
- FIVB; 25-26 July, Hyatt Regency Hotel, Long Beach. Nine interpreters provided service in English, French, Spanish and Arabic for approximately 130 delegates each day.

3 Simultaneous interpretation booths (top) and the Main Press Center's main interview room are staffed by specially trained interpreters.



4

4 Multi-lingual hosts and hostesses at the UCLA Village assist athletes and other members of the NOC delegations.

- AIBA; 10 August, University Hilton Hotel, Los Angeles. Four interpreters provided consecutive interpretation in English, French and Spanish for approximately 150 delegates.
- IOC Sessions; 25 and 27 July, Biltmore Hotel. Twelve interpreters provided interpretation in English, French, Spanish, German and Russian for approximately 100 delegates per session.
- IOC commissions; 20-27 July, Biltmore Hotel. Eight interpreters provided interpretation in English and French for 25 delegates per meeting.
- IOC Executive Board meeting; 19 July and 13 August, Biltmore Hotel. Two interpreters provided interpretation in English and French for 30 board members per meeting.
- IOC Medical Commission; 24 July and 13 August, Biltmore Hotel. Two interpreters provided interpretation in English and French for 25 commission members per meeting.
- IOC press briefings; 22 and 28 July, Biltmore Hotel. Two interpreters provided interpretation in English and French for approximately 75 participants per briefing.
- IOC chefs de mission meetings; 16 July at the USC Village and 25 July at the Biltmore Hotel. Two interpreters provided interpretation in English and French for approximately 100 participants per meeting.
- ANOCA Executive Council; 22 July, Biltmore Hotel. Six interpreters provided interpretation in English, French and Spanish for 30 council members.
- ANOCA; 29-30 July, Biltmore Hotel. Four interpreters provided interpretation in English and French for approximately 100 delegates per meeting.
- Press Conferences; from 14 July through 13 August, Main Press Center. Thirteen interpreters provided interpretation in English, French, Spanish and German for international journalists ranging in number from 10 to more than 600 per press conference. The median range of journalists attending each meeting was 50-70.
- FIG; 25-26 July, Los Angeles Airport Hilton Hotel. Twelve interpreters provided service in English, French, Spanish, German and Russian for approximately 250 delegates each day.
- IWF; 27 July, Los Angeles Airport Hilton Hotel. Twelve interpreters provided service in English, French, Spanish, German and Russian for approximately 200 delegates.
- FIAC; 27 July, Hyatt Regency Hotel, Long Beach. Nine interpreters provided service in English, French, Italian and Arabic for approximately 150 delegates.
- IAAF; 31 July-1 August, Westin Bonaventure Hotel, Los Angeles. Fifteen interpreters provided service in English, French, German, Spanish, Russian and Arabic. There were approximately 450 delegates and observers in attendance the first day and 280 the second day.

requested that the interpreters work past 1800 hours—the end of their seven-hour work day—but his request had not been conveyed to the interpreters (The manager of interpreters instead had decided that the secretary-general's request should be made on the spot). When the interpreters declined to work longer hours, the secretary-general terminated the meeting at 1800, as scheduled.

Costs for conference interpretation came to \$387,247—\$84,300 for interpreter fees, \$49,337 for interpreter expenses, \$29,962 for interpreter airfare, \$91,797 for interpreter housing and \$131,651 paid to ISTS.

20.07.3 Language services at venues

Each Venue Language Center (VLC) was managed by a Language Coordinator with the larger venues—17 of them—also being staffed by an assistant coordinator. Three to 32 interpreters—depending on the number of nations and languages present at a particular venue—were on call at each VLC to provide the necessary language services. Three interpreters were initially assigned to hockey—though three more were added to fill last minute requests for Punjabi and Hindi—and 32 to rowing and canoeing.

Services were provided at the venue on the field of play, in the sports medicine and first aid stations, at the mixed zone and press interview area, for doping control and ceremonies instructions, at judges' and officials' meetings and for spectator and security assistance.

Translation services were offered free of charge to the Organizing Committee, while other requests were directed to the Village Language Centers. There were few requests, other than those at the yachting venue where daily requests were forwarded to the translation pool at the Main Press Center.

More than 95 percent of the interpretation requests at the VLCs were filled in the primary language. The remaining five percent consisted of requests for languages for which interpreters were not immediately available. These requests were usually met through the use of a secondary language.

Although the great majority of interpretations went well, there were complaints that interpreters were slow and sometimes inaccurate or incomplete. For example, at volleyball, a lack of understanding of sports-specific knowledge created a controversy when an Italian interpreter quoted the Italian men's team volleyball coach as saying that members of his team had played in "pro" leagues. Although the interpretation was literally correct, it conveyed the wrong message. Italian

“pro” volleyball teams abide by amateur rules and are not professionals as the term is understood in the United States. This mistake in interpretation led to public accusations that the Italian volleyball team consisted of professional players and infuriated the coach who threatened to boycott the media if he didn't receive a public apology.

In other instances, there were cases where delegations decided to use their own interpreters because those provided them were too slow or inadequate. Other interpreters, though otherwise qualified, proved to be too timid in interview situations which showed a lack of understanding of their role as the communications conduit between the media and performer. These problems were a direct result of the overall inexperience of the volunteer interpreter staff.

Also, the casual uniforms of the interpreters presented such an informal image that athletes and officials often sought the language services of a host or hostess who wore a more dignified dress uniform and displayed a badge that indicated the bearer's language of proficiency.

Early in the Games, interpretation into French during the formal interview sessions was cancelled because of a lack of interest at most venues. Where there was interest—journalists were given the choice prior to interview sessions—French interpretation was provided.

20.07.4 Language services at villages

Interpretation and translation services were provided at the USC, UCLA and UCSB athletes' villages continuously from the opening of the villages on 14 July through the closing—UCSB on 12 August and USC and UCLA three days later.

Under the direction of the village manager and assistant manager, interpretation was provided through two shifts. At USC and UCLA, the shifts were from 0700-1445 and 1415-2200; at UCSB, the shifts were from 0500-1400 and from 1300-2200. Depending on need and the availability of interpreters, actual shifts worked were subject to change. Translation services were also available during the same operating hours although the actual work was performed at the central translation pool, located at the Main Press Center. Interpreters were also responsible for the following:

- The village telephone bank, which supported the village telephone switchboard and required interpreters to answer the telephones located in the office of the Village Language Center (VLC) during operating hours to provide instantaneous assistance to callers from anywhere within the village.
- The dispatch pool, which required interpreters to be on-call to assist as needed.
- Providing assistance to other operations, particularly to NOC envoys and aides, to chefs de missions and to coaches and athletes.

Translation services were provided free of charge to the Organizing Committee, but all others had to pay a fee for that service. Translation requests were virtually non-existent at the villages. Emergency language assistance was provided on a 24-hour basis at each village by dialing the village language service telephone number.

The USC Village Language Center was staffed by 15 interpreters per shift during operating hours each shift supervised by either the manager or assistant manager, or both-and provided service in French, German, Spanish, Arabic, Danish, Finnish, Italian, Japanese, Korean, Mandarin, Norwegian and Romanian. There were four interpreters for French, German and Spanish and two each for the others. The language of most of the NOCs staying at USC was covered by at least one interpreter continuously from 0700-2200, with extensive coverage at all times in French, German and Spanish. The interpreter staff was cut back to 30 to 36 because of the Eastern Bloc Olympic boycott.

The UCLA Village Language Center covered the language needs of all NOCs staying at the village by providing service in 11 languages with a staff of 14 interpreters per shift. Instead of splitting shifts, the manager and assistant manager alternately worked 24 hours on and 24 hours off and were on call daily from 2200-0700. There were four interpreters each for French, German, Greek, Portuguese and Spanish; three for Mandarin; two for Serbo-Croatian; and one each for Bulgarian, Italian, Polish and Turkish.

At UCSB, the Village Language Center provided services in the 17 main languages at the village and the staff of 39 interpreters was divided into two shifts. The manager and assistant manager alternated double shifts—from 0500-2200—and were on call following each shift. There were six interpreters for Spanish; five each for French and German, three each for Finnish, Italian and Korean; two each for Japanese, Mandarin, Portuguese and Serbo-Croatian; and one each for Czech, Hebrew, Hungarian, Romanian

and Swedish. The pool of interpreters also provided services in Cantonese, Flemish and Hungarian, when necessary.

A total of 2,932 interpretation requests were filled at the three athletes' villages. The UCLA Village Language Center handled the most (1,072), followed by USC (934) and UCSB (926). The heaviest day for requests was recorded on 24 July when a total of 154 requests were made—61 at UCLA, 50 at USC and 43 at UCSB.

20.07.5 Use of the Flying Squad

The Flying Squad provided both primary and backup interpretation assistance to the Organizing Committee and the Olympic Family. It consisted of a pool of 102 interpreters and covered 25 languages. It was supplemented by 50 more interpreters who were assigned to various venues and could be called upon as needed.

Unlike interpreters assigned to the villages and venues, the Flying Squad interpreters, for the most part, did not have fixed assignments. They floated and operated as trouble-shooters, being dispatched from the Language Service offices at the Main Press Center. The only exceptions were at the Olympic Arrival Center (OAC) at Los Angeles International Airport where the Flying Squad had primary responsibility for assisting members of the Olympic Family during in-processing, beginning 9 July, and at Opening and Closing Ceremonies where 63 interpreters covering 22 languages were either assigned to specific countries or groups of countries or were on-call for general language duty.

The Flying Squad-supervised and dispatched by two managers and two assistant managers—consisted of 15 Spanish interpreters, 13 French, 13 German, six Mandarin, four Arabic, four Italian, four Japanese, four Portuguese, three Russian, three Finnish, three Greek, three Hungarian, three Korean, three Punjabi/Hindi, three Romanian, three Serbo-Croatian, two Amharic, two Bulgarian, two Czech, two Danish, two Norwegian, two Polish, two Swedish and one Turkish.

A large percentage of the interpreters were multilingual and were trained to respond to situations in all areas where language services would be needed, such as the field of play, award ceremonies, doping control, medical assistance, security needs, the message center and as a backup to VIP

and Press Operations. Still, the Flying Squad was not staffed sufficiently in several languages and could have used more interpreters to meet the language requirements for Korean, Japanese, Serbo-Croatian, Italian and Portuguese. It also should have been staffed by a Dutch interpreter to meet the needs that arose in that language.

The responsibilities of the Flying Squad at the OAC were divided into three phases: the arrival of the chefs de mission from 9-14 July; delegation arrivals from 14-27 July; and post Opening Ceremonies from 28-30 July. After 30 July, Flying Squad assistance at the OAC was available by calling the Language Service office at the Main Press Center. Its staffing schedule was as follows:

- Phase I; operational hours were from 0600-2200 divided into two shifts, with coverage provided for late night arrivals; one coordinator and five interpreters staffed each shift.
- Phase II; operational hours divided into two shifts, 0800-1500 and 1430-2200; one coordinator and 12-15 interpreters worked a shift.
- Phase III; operational hours from 0800-1800; staffed by one multilingual coordinator. Further assistance was available by dispatch from the Main Press Center.

A lack of an arrival schedule for incoming chefs de mission created problems for the Flying Squad during Phase I. Though coverage in the working languages was adequate, the Flying Squad had to resort to phone-links to provide second language requirements. Also, adjustments were made in staffing and operational hours. The number of interpreters was reduced by half when the demand turned out to be lighter than anticipated and the office opened two hours later, at 0800 hours instead of 0600, because few flights arrived early in the morning.

The language services most often required during Phase I were French, Spanish and Arabic, and, to a lesser degree, Mandarin and Japanese. Many of the arriving chefs de mission and officials had a working knowledge of English or spoke one of the aforementioned languages.

At the Main Press Center, the Flying Squad consisted of a pool of 15-20 on-site interpreters per shift who responded to appropriate interpretation requests, covering the basic languages—English, French, German, Russian and Spanish—as well as Japanese, Korean and Mandarin. It also assisted in the distribution of equipment for simultaneous interpretation during press conferences and worked with foreign journalists in their dealings with the Organizing Committee.

The Flying Squad also responded to telephone requests for backup interpreters at the villages, venues and at the Olympic Arrival Center. Interpreters were contacted and dispatched, as required, to assist other operations during the absence of regularly assigned interpreters and for special and/or unanticipated needs. Although interpreters were dispatched as quickly as possible, Flying Squad managers requested 24-hour notice to ensure language coverage.

20.07.6

Use of the translation pool

The Monterey Institute of International Studies (MIS) team of 28 translators handled the volume of 1,117 pages of translation from 11 July through the Games. Eighty-two percent of the work was English into French, 11 percent was French into English, four percent was English into Spanish and one percent was Spanish into English. Translations of other languages into and from English comprised the remaining two percent.

The two main translation projects were the village newspaper, the "Villager", which was published every other day for a total of 12 issues and the "Olympic Record", which consisted of the results and short text and totaled 270 pages of translation, also English-French.

Other major requests came from the IOC (76 pages of speeches and articles), the three villages (161 pages) and from various venues (121 pages, 97 of which came from yachting in Long Beach).

The translators, two editors and four management staff persons shared the staffing at the translation pool office at the Main Press Center and filled all requests during the 0800-2200 operating hours from 11 July-29 July. From that date through the end of the

Games, the schedule of translators had to be revised to meet the heavy work load and deadline pressure brought on by the translation requirements of the "Villager" and "Olympic Record." Beginning 29 July and continuing through the Games, the "Villager" deadline was 1500 hours every other day and the "Olympic Record" required daily translations of approximately 18 pages—roughly one page per sport—with a translation and typing turn around time of 80 minutes per sport. Deadline pressure, which necessitated greater staffing later in the day, was the primary difference between the translation pool's pre-Games and Games operation.

20.08

Summary

The Language Services Department was successful in providing the necessary language services to the Olympic Family, journalists and participants.

The department recruited, trained and deployed thousands of persons in the venues, villages and support service areas of the Games and provided a high level of skill in both interpretation and translation.

Careful planning helped to recognize the major areas that would need language support and the likely languages to be used. The planned services thus met almost all of the requirements of the sites during the ordinary course of operations and were backed up by the Flying Squad when additional assistance was needed. The Flying Squad proved to be valuable in many instances when an immediate, flexible response was necessary—as at the Olympic Arrival Center.

The recruitment, screening, selection and training process was integral in assuring the quality of language services to be delivered during the Games. The LAOOC was fortunate to host the Games in an area where so many languages are spoken and the thousands of interested volunteers from the Los Angeles area who applied for language services positions made the concept of an all-volunteer language corps viable. This concept may not apply to other host cities, but must be considered in depth—many had felt that Los Angeles could not field so many language-competent people, especially on a volunteer basis and were proved wrong. The training programs for the venue language coordinators were successful and even more training for the individual interpreters would have been helpful.

While the services provided by language services were good overall, there were some shortcomings and some complaints directed toward the volunteer interpreters who worked at the venues and villages. Although fluent in the languages they worked, the volunteer interpreters had little or no experience using their skills in a professional environment as the one that existed for the Games. This, however, was anticipated because of the Organizing Committee's policy of using volunteers wherever possible.

Another problem in the development of language services was caused by waiting until only 15 months before the start of the Games to create a comprehensive language program. Until then, a part-time manager was responsible for language services—arranging for translations and periodic interpretations for Organizing Committee business—as well as being responsible for other functions in the Human Resources Department. Had a

comprehensive language plan been implemented a year or two earlier and sufficient staff hired, managers would have had more time to familiarize themselves with the Games and the Organizing Committee and therefore would have been more effective. Volunteer interpreters also would have had better training to prepare them for the nature of their responsibilities and a permanent staff would have had more time to assess the needs of the department and properly determine the language requirements. Additional time and study perhaps would have eliminated overstaffing in such languages as German and the Scandinavian languages and understaffing in Arabic and Turkish.

The efforts of the permanent staff did produce a smooth flow of work in the pre-Games period and LAOOC requirements for interpretation at important events and translation of a large volume of documents were met with increasing efficiency as the Games drew close. Management of the contracted translators in the developing stages of the department was fully sufficient until resources for an in-house translation staff were acquired in 1984.

It is recommended to future organizers of an event of this magnitude that they recognize the importance of accurate communications and the value of language services. Planning should begin early in the life of the Organizing Committee and be maintained at a high, efficient level throughout, and if fiscally possible, professional interpreters should be used at all Olympic venues and sites.

21

Materiel Acquisition and Distribution

21.01

Materiel acquisition

21.01.1 Conceptual plan for acquisition of assets and supplies

Materiel management was the vital link between planning/development and physical production of the Games. Without raw materials and effective management, the Olympic Games could not be held; the stadia and arenas would exist, the crowds would arrive to watch the athletes but the Olympic staff would not be able to do its job. There would be no javelins for the field events, no typewriters for reporters and no chairs for the staff.

In the early planning stages, several members of the Material Logistics staff traveled to Montreal (site of the 1976 Games) and Edmonton (site of the 1983 World University Games) to discuss the materiel management systems used at these sites. From this research and the previous materiel supply experience of the staff, the LAOOC decided that the materiel management system for the Games should not be modeled after any previous system but would be developed along new lines. A major factor influencing this decision was the non-availability of government facilities and personnel that were heavily used in earlier Games. This new materiel management system would be tested and revised during the 1983 pre-Olympic events.

The acquisition of materiel for the Games was planned around the concept of allowing those most familiar with the needs of specific departments and sports to make the materiel orders. This led to a fairly decentralized materiel planning and purchasing operation. The materiel management system was structured in such a way that those staff members with knowledge of specific materiel needs were placed in the communications flow from departments and venues to the purchasing section of Material Logistics. Prior to the development of venue management teams, primary department heads communicated the expected needs of the department to supply coordinators. As the venue management teams were established, the venue department heads communicated more specific ordering needs to the supply coordinators assigned to the particular venues.

Materiel needs of the administrative staff prior to the opening of the venues were handled on an as-needed basis. Materiel to be used directly in the production of the Games at the venues was compiled by requisition and subsequently ordered when materiel planning had received budget-approved requisitions for 80 percent of the planned quantity of materiel. This system allowed for compilation of materiel requests until cost-effective ordering could take place. This compilation period also allowed for a detailed evaluation of the requests to eliminate excessive or wasteful requisitions. A drawback to this system was that late and excessive/insufficient ordering resulted in problems for a few commodities at both the point of distribution and the destination venue.

By conceptual design, a majority of the activity of the Material Logistics Department would occur in a relatively short period of time just prior to and during the Games. This kind of commercial activity was possible because of the ability of commercial Los Angeles to meet most materiel needs quickly. With this ability, the LAOOC was also capable of reducing holding costs, in effect, allowing the vendors to store the items until needed by the LAOOC. This sharp activity curve was reflected in a Material Logistics staff that numbered fewer than 10 in July 1983, 20 in January 1984 and close to 800 during July 1984.

21.01.2 Staffing

The initial design for staffing of the Material Logistics Department included four main operations tied together by a common manager and a common computer software system. The four main operations included materiel planning, purchasing, distribution and supply operations.

The staff prior to January 1983 was minimal and performed the purchasing function primarily for materiel needed in the LAOOC administrative headquarters. With the increase of staff from two to five in January 1983 the emphasis shifted to the purchasing and storage of materiel for the 1983 pre-Olympic events. This period was also used to design, test and implement the materiel management system to be used during the Games.

Staffing for the next year was done on a temporary basis only. The management of the department felt this would be the most effective way to create a stable, permanent staff. By evaluating the potential staff member during his temporary employment, the LAOOC made no immediate long-term financial commitment and the employee's ability to be resourceful and to function in a high pressure situation with an absolute deadline could be tested.

During the first six months of 1984, department managers continued to evaluate the performance of temporary

Material logistics staffing

	1/82	7/82	1/83	7/83	7/84	7/84
Assoc. VP/mat. logistics	0	0	0	0	0	1
Director	0	0	0	1	1	1
Materiel planning manager	0	0	0		1	0
Purchasing manager	0	0	0		1	0
Distribution center manager	0	0	0		1	1
Uniform warehouse manager	0	0	0	0	0	1
1983 event coordinator	0	0	0		0	0
Supply operation regional manager	0	0	0	0	4	4
Inventory/purchasing manager	0	0		0	0	0
Supply coordinator	0	0	0	0	0	30
Materiel control specialist	0	0		0	0	0
Purchasing clerk	0	0		0	0	0
Warehouse clerk	0	0		0	0	0
Supply clerk		0	0	0	0	0
Cargo manager	0	0	0	0	0	1
Moving Co. suprv.	0	0	0	0	0	1
Totals	1	2	3	5	8	40

Permanent staff: 40

Games staff: 240

Contracted staff: 500 (including warehouse men, movers and drivers)

employees with the idea of making the top candidates into venue supply coordinators. The decision to hire supply coordinators at many venues was made too late to train them effectively in the materiel management system. Nonetheless, those people placed in supply coordinator positions accomplished far more than was reasonably expected of them.

21.07.3 Pre-order estimates and solicitation of vendors

In previous Games, there was no centralized attempt to estimate quantities of materiel that would be needed for the Games. Each organizing committee had required a different set of materials directly related to the physical lay-out of the Olympic venues, the type of existing facilities and the size of the Games. An attempt to emulate a previous materiel control system was destined for failure. Given proper planning and a workable time frame, an LAOOC ordering system that could produce results quickly and on demand was established. The need to generate 'hard' estimations and run the risk of mistaken projections was eliminated.

Working with materiel lists given by materiel control staff at the 1976 Montreal Games and 1983 World University Games, the LAOOC Material Logistics staff compiled a new list of standard materiel that it anticipated would be used in 1984. The items on this list were coded with materiel identification numbers and placed in the Walker materiel management software system on the IBM System 38 computer system. A report listing all

these items was generated and distributed to the department heads and venue management personnel. A supply coordinator then met with them to determine their needs for these items, making additions to the Walker system if a particular item was needed and not listed on the report. The planned quantities were entered into the system and served as the determination point for ordering of materiel-when requisitions for 80 percent (an arbitrarily established percentage) of the planned quantity line items on the materiel list were written and approved, the items were ordered.

This planning process was slowed because the venue department managers, including the venue supply coordinators, were not hired until the end of spring 1984. The bulk of the planning had to be done by the primary department managers and then revised when venue management staffing was completed. Materiel planning for the 1983 pre-Olympic events relied heavily on the non-LAOOC competition staff at each of the sites since there was no LAOOC structure in place.

The solicitation of vendors was also a decentralized process. The staff making the request for specific materiel often would ask that the purchase be made through a specific vendor. The specialized or technical nature of many items made it much too time-consuming for the Purchasing Department to know the proper source of much of the materiel, placing the onus for vendor identification on the departments and venues.

Whenever possible, the LAOOC contracted with a vendor who complied with the affirmative action program. There was no complex formal bidding procedure but multiple bids were taken if more than one vendor could be identified. Official sponsors and suppliers were given first

opportunity to bid on requisitioned materiel. When a requisition was submitted to purchasing with a specific vendor identified and the requesting party did not wish any other vendors contacted, a sole bid justification form was also submitted. If the requesting party could show that its choice for vendor had submitted the lesser of two bids, then the vendor was used without further bidding.

The response to vendor solicitation was overwhelming; the idea of being a supplier to the Olympic Games appealed to almost every vendor contacted for materiel. There were almost 12,000 vendors in the Walker system by the close of the Games, a majority of them based in Southern California.

21.01.4 Purchasing procedures

Once a determination had been made that a particular item was needed, whether it was anticipated or not, the originating party completed a requisition form. This form detailed the specific item by cost, vendor and budgetary information. The completed requisition was the secondary source document (the first being the original materiel item list) for the materiel management system. Information from the requisition was used to update item, vendor, venue and warehouse materiel reports.

To complete the requisition, the requesting party had to do some initial research on vendor availability because of the relatively small size of the central purchasing staff. The purchasing staff would seek a vendor only if one was not identified on the requisition.

For the requisition to become valid, the information contained on the form had to be correct and complete, with appropriate authorizing signatures included. A requisition which requested materiel with an estimated total cost under \$250 did not require completion of the purchase order/purchasing process. With the approval of the department manager, a requisition for this amount could be processed using an open purchase order for the department. No requisition was submitted to purchasing and when the invoice was received from the vendor by accounts payable, it was approved and signed-off by the department manager.

Requisition forms which requested materiel with an estimated total cost of \$250-\$1,000 required the signature of the originator, the department head and the budget manager for the department. Requisitions which totaled between \$1,000-\$5,000 also required the signature of the vice president of Finance, in addition to the first three signatures. Requisitions for a total more than \$5,000 also required the signature of the executive vice



1

president of the LAOOC. This authorization and purchasing procedure remained in effect during the Games for those departments operating out of the administrative headquarters in Culver City. Personnel based at venues were not required to use the same authorizing process since each venue was operating in an autonomous atmosphere.

The completed, authorized requisition was returned to the supply coordinator who reviewed it for any missing information. Part of the review process was to identify a materiel item identification number (if none existed previously), identify a vendor number, establish a materiel/vendor relationship (what kind of materiel does this vendor supply) and identify the materiel/venue relationship (what and how much materiel is going to which venue) in the materiel management system. All of this information was entered into the computer system for management and inventory control purposes.

Once verified as accurate, the requisition was given a purchase order number from the purchase order log. The purchasing staff verified the availability of materiel with the vendor, terms of the purchase and the expected date and manner of delivery. A formal purchase order was completed, the information was entered into the materiel management computer system and the purchase order was sent to the vendor. At the same time, by computer, the Material Distribution Center was notified to expect delivery.

These purchasing procedures were carried out from January 1980 through January 1984 by the purchasing section of the Material Logistics Department. In February, the purchasing function was removed from the responsibilities of the Material Logistics Department and made a separate function in the Finance Department.

21.01.5 Results of the purchasing process

By the close of the Games on 12 July 1984, the materiel management system contained almost 12,000 vendors, a majority of whom conducted business in Southern California. Materiel planning processed approximately 35,000 requisitions with more than 8,000 different line items, and 7,200 purchase orders were

1 Materiel is stored in a large warehouse.

Materiel Acquisition and Distribution



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2 Labels consist of a description of merchandise.

3 Support craft and competition canoes and rowing shells are carefully stored and later transported to Lake Casitas.



3

written and approved with a dollar value in excess of \$74,000,000. The 5: 1 ratio of requisitions to purchase orders was caused by the merging of several requisitions for a particular item to improve purchasing power and the ability to purchase more than one item from a vendor. Countless other orders for materiel were not included in these totals since they were for amounts less than \$250 and placed on open purchase orders or paid for with petty cash.

The goal of the Material Logistics Department was to place all orders for materiel prior to the opening of the venues. Ideally, all of the needed materiel would be at the Material Distribution Center, tagged and ready for delivery by 10 July 1984. While this goal was not reached (and there never was a reasonable expectation that the LAOOC would reach it), 88.4 percent of all orders were placed before the move-out period began. Only 2.3 percent of the ordering was done after the Games began. Even though these percentages indicate a high response to ordering deadlines, the LAOOC could have improved the percentages by developing the relationship between the venue supply coordinators and the venue staff earlier.

21.01.6 Timeline of the purchase date and delivery date of the goods ordered

Materiel planning for the Games had as its foundation the belief that the sooner orders were placed with the vendor the greater the likelihood that the materiel would be received in time for the Games. Given enough lead time, the Material Logistics and Purchasing Departments could make arrangements to have materiel delivered to the Material Distribution Center well before the opening of the venues but not so early that additional warehouse space had to be acquired.

This type of materiel planning was reflected in the relationship of the order date to the delivery date. While it took approximately a month from the date of order for an item to be delivered on average, the specific time for delivery was directly proportional to the month in which it was ordered. Materiel ordered in April took much longer to be delivered (intentionally so) than materiel ordered later in the year.

21.01.7 Venue purchasing procedures during the move-out period

For the Purchasing Department, the process of decentralizing the purchasing process began on 16 July 1984. Venue personnel requiring new materiel were then required to go through the venue purchasing loop rather than the central Purchasing Department. Blocks of purchase orders were distributed to the representative of each commissioner. In some cases these purchase orders went to the venue supply coordinators but in general they were kept by the venue directors. Personnel who required new materiel went to the person charged with the purchase orders to make their request. A purchase order was filled out with information pertaining to the item, cost, budget and vendor (the information which was usually placed on the requisition form). This procedure bypassed the requisition process since there was then no formal materiel planning and ordering procedure. The venue department manager and venue director's signatures were required as was the commissioner's. None of the materiel management relationship information was required on the purchase order

since the items ordered were not moved through the Material Distribution Center. Neither the Material Logistics Department nor the central Purchasing Department needed to be apprised of the new purchase.

Materiel costing less than \$500 and purchased by the venue did not even require a purchase order. At the same time the venue was given a block of purchase orders, it was given a number of pre-signed checks and a petty cash fund to handle small purchase needs.

The desk officer for a specific venue stationed at the Operations Center located within the LAOOC administrative headquarters in Culver City had to approve (by phone) materiel purchases of more than \$10,000. The approved purchase order was then processed in the same manner as any others generated during this period. The assigned vendor was then called and notified of the purchase order number. The vendor arranged delivery of the materiel directly with the venue management and not with Material Logistics.

Since time was the most valuable commodity during the move-out phase, these procedures allowed venue management flexibility in making purchasing decisions outside the primary department framework without sacrificing the required speed of purchase.

While alternative procedures were developed to accommodate the venues' need for speed, the standard procedures for purchasing remained intact for those primary departments functioning at the administrative headquarters in Culver City.

The bulk of purchasing thus shifted from the primary departments to the venues, from the department managers to the venue directors and from the central purchasing staff to the venue supply coordinators.

21.01.8 Venue purchasing procedures during the Games

From the perspective of the Purchasing Department the change from the move-out period to the Games period was a subtle one. The procedures established for the move-out period remained in place for the Games and, in fact, it was anticipated that they would be more effective. Venue personnel in transit from the administrative headquarters to their venues during the move-out period had been firmly established in their venue positions and were capable of better determining venue materiel needs. This made the venue supply coordinator the vital link in the ordering and acquisition of materiel for the venue.

With the opening of the Games, the priority for purchasing was to get the necessary materiel into the venue as quickly as possible. This meant that there was little or no reliance on the materiel distribution system—orders were placed directly with the vendor who was expected to deliver the materiel directly to the venue. Deliveries to the venues were managed through the supply coordinator and his staff. Valuable items were logged by the supply coordinator as to their delivery date and location within the venue. A minor percentage of the deliveries, usually pertaining to small items, were delivered directly to the venue departments, bypassing the supply coordinator and the materiel management system.

Purchasing by the primary departments at the administrative headquarters in Culver City was reduced to almost nothing. Departments with centralized management (i.e. Security and Food Service) continued purchasing materiel through established, pre-Games procedures but the vast bulk of the purchasing had been shifted to venue operations.

21.02 Materiel distribution

21.02.1 Conceptual plan for storage and distribution

The original plan for storage of materiel to be used in the Games was simply to acquire a large amount of storage space, receive shipments of materiel, place it in cargo containers according to venue and hold it until venue distribution. This concept would allow each venue's supplies to be kept separate from all the other venues, thus aiding in quick distribution. This plan was dropped since placing materiel into containers was ineffective from a space management point of view even if it raised the accountability of materiel for each venue. If the LAOOC continued to rent warehouse space as needed, the containers would take up far more room than physical storage of materiel on pallets within the warehouse, thus increasing the cost of storage and forcing the relocation of major quantities of materiel each time a new warehouse was needed. The system was redesigned to reduce the warehouse space needed by keeping all materiel together, unsorted, until final warehouse placement was established. Once the final warehouse space allocation was made (in January 1984) all materiel destined for one venue was sorted out, moved to another warehouse if necessary and placed in a special area within the warehouse. This change in the system required that the Material Logistics staff estimate the amount of storage space each venue would require. This plan could have resulted in problems if

inaccurate estimates were made but actually worked extremely well.

The original materiel distribution plan assumed that the time available between a venue being accessible to LAOOC personnel and when it had to be operational would be very short and would result in a frenzied distribution period from 11-27 July. The plan also assumed that heavy traffic on the Los Angeles freeway system and key thoroughfares would result in congestion and would lengthen the time of deliveries from the Material Distribution Center to the venues. The plan thus called for deliveries between 2300 and 0300 hours, the least congested traffic period.

Modifications to this plan were required because many Olympic venues were able to start their move-in operations much earlier than the projected 11 July date and because the anticipated heavy traffic did not materialize, thus allowing deliveries at virtually any time of the day. Although this eliminated the need for, or fear of, intense activity within certain limited hours during a 16-day period, it forced the Material Logistics staff to rework its distribution schedule and expend extra time looking through a venue's section within a warehouse for materiel required early.

With staffing of the storage and distribution operations utilizing hourly contracted labor, the management was highly flexible in its staffing requirements on a daily basis; on high demand days, it hired more staff and on low demand days it used only the minimum number required to remain operational. This arrangement resulted in major savings to the LAOOC on the salaries of unused or under-utilized materiel distribution staff.

21.02.2 Supply plans for the 1983 events

The framework for the materiel management system for the Games was established and tested using the 1983 pre-Olympic events. The limited size of each of the events as compared to the enormity of the Games allowed this testing with minimal risk. Each subsequent 1983 event allowed for further refinement of the system. The emphasis during the 1983 events focused on the materiel planning system and venue supply operations rather than on the storage and distribution systems.

In 1983, the size of the Material Logistics staff was quite small, ranging from five to nine people. A 1983 event supply coordinator was designated by the department to serve as the liaison among the Sports Department,

management at the site of the 1983 event and the Material Logistics Department. This position was equivalent to the venue supply coordinator's position during the Games and required that the staff member collect materiel planning information from the site management and the event management.

The system for acquisition of materiel was similar, though not identical, to that used for the Olympic Games. The event management staff working at the LAOOC was given materiel lists developed by the Material Logistics Department. This list, along with materiel needed but not listed, served as the basis for more substantial and complete materiel lists used for the Games. Once materiel needs were established, the event management staff was required to submit completed and approved requisition forms for the materiel to the Material Logistics Department. Vendors were generally suggested by the requesting party, with the same standards applying for selection of the vendor as those used during the Games. All of this information was placed in the Walker materiel management system for use in tracking purchasing, storage and distribution of this materiel.

In direct contrast to the purchasing system used for the Games, orders for 1983 events were done as the requisition came in and not when 80 percent of the materiel item lines had been requisitioned. This resulted in less cost-effective buying but the time frame for ordering was so short that the LAOOC could not wait until all the requisitions were completed. All events in 1983 were not held simultaneously so materiel planning had to be done on an event-by-event basis.

Some materiel that was ordered and used for the earliest 1983 events (water polo at Pepperdine University and cycling at California State University at Dominguez Hills) was reused at the later 1983 events (swimming/diving, gymnastics, rowing/canoing and archery). All materiel was brought back from the 1983 event sites and placed in storage until the next event or until the materiel was used during the Olympics. Although most of the sport-specific equipment was not reused until the Games, much of the general office materiel could be used at each of the 1983 events, thus reducing the cost at each subsequent event.

Materiel supplies for the events were stored in the Rowan Street (Dart) Warehouse until the event site was turned over to the LAOOC for the production of the event. The materiel was then taken out of the warehouse and trucked to the event site. The 1983 event supply coordinator was on site to make sure that all of the necessary materiel was delivered and additional supply needs were filled.

Materiel Acquisition and Distribution



4



5

4 Incoming materiel is directed to the Materiel Distribution Center.

5 Shipments of special cargo such as horses or yachts are specially planned in advance through the U.S. Customs Service and official custom house broker F.B. Vandergrift.

Most of the supply problems arose early in the ordering process largely because of the lack of formalized event management structure. Department personnel responsible for the identification of supply needs of the department at the event were not hired early enough to form a proper relationship with the event supply coordinator nor were they made aware of their responsibility to identify and quantify materiel needs for the event. Although identified as a big problem during the 1983 events, this issue resurfaced in many instances for the Games.

21.02.3 Storage space: Estimation and acquisition

With the evolution of the materiel storage to the point where space would be acquired only as needed and materiel would be palletized by venue rather than placed in containers, the

Warehouse available space (square footage)

Aisles and office space (20 percent)	45,000
Receiving	20,000
Villages	35,000
Supplies/Publications	14,000
Youth	4,000
Security Cages	2,000
Shipping	1,000
Sports:	
Rowing and Canoeing	15,000
Yachting	10,000
Gymnastics	5,000
Modern Pentathlon	4,000
Other sports (19 at 2,500 each)	48,000
Total Sports	82,000
Unassigned	12,000
	2 15,000
Space Available :	
Bell	120,000
Rowan	65,000
Zellerbach	30,000
Total space	215,000

need for estimation of storage space was reduced (but made more difficult) and the process of acquisition of storage space was simplified.

Although the LAOOC had 5,000 square feet of storage available during 1982, the first warehouse space acquired by the LAOOC was the Dart Warehouse in the City of Commerce in May 1983. This facility consisted of five 10,000 square foot sections. An agreement was reached with the facility managers that allowed the LAOOC to acquire additional sections as needed.

When LAOOC materiel storage needs exceeded the storage capacity of the Rowan Street/Dart warehouse, additional space was acquired at the General Services Administration Bell Warehousing Center. This acquisition became part of the warehouse space collectively known as the Materiel Distribution Center (MDC). Other warehouse space was acquired from the Zellerbach Paper Company and the Bethlehem Steel Company, both of which were warehousing and not production sites. Warehousing space in the administrative headquarters in Culver City (Marina Center) and in the uniform storage and distribution building near the administrative headquarters was used for special purpose storage.

Warehouse space acquisition

Warehouse	Square footage	Date
Rowan Street/Dart	65,000	May 1983
Marina Center	25,000	Aug 1983
Zellerbach	30,000	Oct. 1983
Bell	120,000	Jan 1984
Uniform Distribution Center	100,000	Feb 1984
Bell Annex	30,000	Jun 1984
Bethlehem	45,000	Jul 1984

A drawback to acquiring this space on an as-needed basis was that materiel management could not initially store materiel by venue. Rather than sort the materiel each time the LAOOC acquired more space, the materiel was stored by item or clusters of related items.

By March 1984 the Material Logistics staff had acquired warehouse space in four different locations; Rowan Street/Dart, Zellerbach, MDC/Bell, and the Uniform Distribution Center (UDC), in addition to the warehouse space at the Marina Center. Additional space at the Bethlehem Steel warehouse was added in July. The Material Logistics staff then began planning a massive redistribution of materiel so that all materiel specific to a venue would be in one warehouse. Based on information supplied by the venue supply coordinators and previous event/materiel management experience, the Material Logistics staff made approximate determinations of the square footage required by each of the venues. The warehouse supervisor could draw on actual experience with four Olympic-type events. The balance of the available space was divided among the remaining nineteen venues.

Minor adjustments had to be made in the planned allocations because of the unexpected need for major storage space for materiel from the Olympic Arts Festival and the Ceremonies Department.

21.02.4

Storage warehouse operations in the pre-Games period

Prior to the move into the venues, the operation at the Material Distribution Center focused primarily on the receipt and storage of materiel for use at the administrative headquarters of the LAOOC and the Olympic venues.

A shipment of incoming materiel was directed to the Material Distribution Center (the Bell, Rowan, Zellerbach and Bethlehem warehouses were collectively known as the MDC) where the driver presented a shipping document to the MDC receiving staff. The delivery was logged manually in and the shipment was unloaded.

The shipment remained on the receiving dock until it was verified through the Walker system. This remained standard procedure with only a few exceptions occurring when data entry fell behind prior to the opening of the Olympic villages. The receiving clerk located the correct purchase order by checking the Walker system via a terminal located in the receiving area. This process often required additional labor since the order had to be found by purchase order number and this number was rarely on the bill of lading. The clerk was required to search the system using the company name and the estimated date of arrival until the appropriate purchase order number was located, thereby identifying what venue was to eventually receive the materiel.

After the purchase order number was identified, the clerk printed out a receiving document. The quantity and condition of the shipment was recorded on the document and then sent to data entry personnel who keyed the purchase order number, quantity received and the condition of the shipment into the Walker system. The materiel identification number was also produced.

Overage (materiel in excess of quantity ordered) shipments were accepted but the overage quantity was not paid for. The vendor had to arrange for pick up, or, as in most cases, the cost of the pick up was higher than the cost of the extra merchandise and the materiel was simply left with the LAOOC.

Partial shipments were even more common at the MDC. The quantity received was entered on the receiving report and the materiel was accepted. It became the responsibility of the sports coordinator to note that the merchandise was short on a levels report ("on-hand quantity" was less than "purchased quantity") and either contact the vendor directly or contact the Purchasing Department. It was the responsibility of the data entry clerks to arbitrarily determine which venues would receive the allotment and which venues would still have to await shipment of the item. The rule of thumb was that materiel was allocated by venue order on the purchase order.

Damaged shipments were also noted on the receiving report. Any item that was seriously damaged was rejected and arrangements were made to

MDC staffing

Description	Phase 1 3/1-5/31		Phase 2 6/7-6/30		Phase 3 7/1-8/20		Phase 4 8/21-10/31	
	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
Warehouse Mgr.	1.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00
Supervisor	4.00	3.00	2.00	1.70	2.00	-0.50	4.00	3.90
Foreman	8.00	2.10	6.00	3.50	4.00	.80	9.00	11.30
Forklift Operator	15.00	5.60	12.00	8.50	12.00	-0.80	15.00	16.10
Materiel Handler	36.00	6.90	35.00	9.90	30.00	12.50	37.00	47.30
Data Entry Clerks	0.00	2.40	0.00	4.20	0.00	-1.90	0.00	0.00
Help	0.00	0.00	0.00	5.30	0.00	27.40	0.00	13.40
Drivers	0.00	5.00	0.00	12.30	0.00	2.80	0.00	14.40
Clerical	0.00	0.70	0.00	2.60	0.00	-1.20	0.00	2.00
Inventory	0.00	0.10	0.00	0.40	0.00	2.10	0.00	9.30
Dispatching	0.00	0.04	0.00	1.80	0.00	0.50	0.00	2.20
Total	64.00	26.84	55.00	50.20	48.00	41.70	66.00	120.90
Cumulative	64.00	26.84	119.00	77.04	167.00	118.74	233.00	239.64

secure a replacement. If only minor damage occurred and the effect of the damage could not be determined by MDC personnel, an expert on that type of materiel was called in to evaluate the damage. The decision to accept or reject materiel was made based on this evaluation. The director of Material Logistics was also given a contingency fund to quickly effect repurchasing without going through standard requisition procedures. This facilitated the acquisition of needed items which might otherwise be slowed by budget problems and extra paperwork.

Once the shipment had been accepted at the receiving dock and the delivery information entered into the Walker system, warehouse personnel labeled each item with location, materiel, quantity and unit of measure data. Materiel was then moved to the correct venue location within the warehouse to await eventual shipping to the specified venue during the move-out operations.

The staff received 25 shipments of materiel in one day at the peak of warehouse activity during this period.

21.02.5 Storage warehouse operations in the move-out period

Prior to 10 July 1984, operations at the MDC focused on receiving and storage tasks. After that date the emphasis at the MDC shifted to distribution of materiel to the appropriate venues. While there was still an on-going process for receipt and storage of materiel to be held until the Games period, most of the manpower at the MDC was put to work moving the stored materiel out of the MDC.

It was anticipated that the bulk of this shipping/ distribution process would occur in a very short period of time but many venue management staff set up operations at the venues prior to the move-out of the administrative headquarters period. This resulted in

the materiel management staff having to sort through a large quantity of venue materiel to find particular items that the venue management staff required early. To further complicate the process, the bulk of the materiel shipping occurred very close to the Games rather than as soon as access to the venue was obtained,

Whenever possible, shipments to venues were delayed until full truckloads were available, but this policy was rarely carried out because most venue materiel was urgently required.

A list of goods being sent to the venue was checked off as merchandise was loaded into trucks. This document then became the bill of lading. The venue supply coordinator supervised the loading process and made sure that the truck was locked and sealed prior to departure. Each seal placed on the locked truck had an Olympic logo and a serial number for security. The truck departed for the venue at the same time as the venue supply coordinator so that the coordinator would be at the venue upon its arrival. The commissioner for each of the sports received daily materiel reports which itemized the following day's shipments, their content and destination within the venue, thus allowing at least minimal advance planning for manpower and storage needs.

The process of materiel distribution was completed when the venue supply coordinator received the materiel at the venue. Trucks backed up to loading docks outside the areas that required the materiel and parked, thus becoming temporary storerooms. At other venues, vans or containers on flatbed trucks were driven into the venue and parked wherever space allowed. Since there was no mandatory requirement that all venues have loading ramps, any ramp available was used. Some trucks were equipped with hydraulic gates to provide easier access to the cargo.

When it was decided for cost Or space reasons that shipping containers would be taken off the flatbed trucks and placed on the ground, forklifts were borrowed from the MDC equipment pool to handle the move.

While the original plan called for the delivery of this materiel in the early morning hours, the lack of highway congestion allowed shipping at hours more convenient for the venue.

Deliveries to the administrative headquarters in Culver City proceeded as usual although at a reduced rate since the staff was now moving to its venue positions.

During the peak activity in this period, a maximum of 65 outbound shipments from the MDC were made in a single day. Approximately four million cubic feet of materiel were moved through the materiel management system. Vehicles used in this movement of materiel from the warehouse area to the final venue destination were as follows:

Description	Number
Five-ton trucks	48
Stakebed trucks	14
Automobiles	12
Passenger vans	15
Cargo vans	16
Forklifts	48
Electric carts	20
Tractor trucks	20
Trailers	210
Flatbed trailers	40

It should be noted that during the June-July 1984 time frame, materiel was simultaneously being received at the MDC while other materiel was being delivered to venues. While this appeared to complicate the efforts of the staff at the MDC, the savings in storage cost more than compensated. If all materiel requirements had been received prior to the venues opening, it is estimated that at least 100,000 additional square feet would have been needed to accommodate all the materiel.

Materiel Acquisition and Distribution

21.02.6 Venue equipment delivery and installation

Although major quantities of technical equipment were utilized in the production of the Games, the responsibility for their delivery did not rest primarily with the Material Logistics Department. Sponsors and suppliers, knowledgeable in the technical aspects of their own equipment, bypassed the Material Distribution Center and delivered directly to the venues. The venue supply coordinator assisted with space and ancillary requirements for the equipment at each venue. The venue technology manager was also on hand to take receipt of the equipment upon its arrival. Installation and testing of the equipment were done by the supplier and the venue technology staff.

For equipment that was delivered to and stored within the Material Distribution Center, standard procedures for receiving and venue delivery were followed. Special precautions were taken to ensure that valuable equipment was not released to the venues until adequate security had been established. While at the MDC, this equipment was kept in fenced, high-security areas. Communication between the venue supply coordinator and the venue technology manager as well as between them and the other venue departments had to be constant to avoid problems of placing equipment within the venue. In a few instances, departments within venues ordered equipment without notifying the venue supply coordinator, resulting in unexpected pick-up and delivery of shipments and loss of inventory control within the materiel management system.

21.02.7 Olympic cargo distribution

The Material Logistics Department was also charged with the responsibility for overall management and coordination of inbound Olympic cargo, materiel originating outside the United States from the IOC, an NOC, an International Federation or other Olympic body for utilization before and during the Games.

Olympic cargo arrived by air, sea and land. Customs clearances were obtained for the LAOOC by F.B.

Vandegrift Customs Brokers at Los Angeles International Airport (LAX), the Port of Los Angeles/Long Beach and other facilities designated by the United States Customs Service.

Vandegrift or Olympic cargo operations were notified (on most occasions) in advance by the IOC/NOC/

IF's cargo carrier (airline or freight shipline) of forthcoming shipments. After the cargo verification was completed by the cargo carrier and the documentation was released, Vandegrift cleared the cargo through U.S. Customs. LAOOC personnel at the Cargo Distribution Center Annex (located at LAX) then notified a contracted freight line to pick up the cleared cargo from the carrier and deliver it to the Cargo Distribution Center located four miles from LAX.

Olympic cargo at the Cargo Distribution Center (CDC) was broken down, numbered, tagged and segregated into a storage area according to final destination. The cargo remained at the CDC until arrangements could be made with a representative of the IOC/NOC/IF regarding delivery. Once the CDC warehouse supervisor finalized these arrangements the cargo was screened by LAOOC Security at the CDC, loaded onto a freight truck and sealed with an LAOOC truck seal. The seal number was written down on a log sheet and the truck was dispatched to its final destination.

Since some Olympic cargo arrived just prior to the Games or was used immediately upon arrival, delivery to and storage at the CDC was bypassed. Cargo was delivered directly to its final destination.

Once the NOC, IOC or IF received and signed a receipt for the cargo, it became the Olympic Family member's responsibility to arrange for its storage, local transportation and outbound movement. If requested, the Cargo Distribution Center and Vandegrift assisted in these functions.

The Cargo Distribution Center began operations on 10 July 1984 and closed on 15 August 1984. The staff at the CDC was small and shared many of its resources with the Material Distribution Center and the Uniform Distribution Center. The CDC received, stored and delivered cargo for 34 NOCs and handled 175 separate cargo movements involving 5,000 individual pieces with a combined weight of 500,000 pounds. The major delivery points included:

Site	Pieces	Weight in lbs.
USC Village and swim stadium	2,568	310,941
UCLA Village, gymnastics and tennis	973	42,642
Long Beach fencing, volleyball and yachting	743	55,047
Biltmore Hotel	349	17,934
Santa Anita Park equestrian	306	42,776
Lake Casitas canoeing and rowing	62	17,538
Dominguez Hills cycling	56	6,121
Prado Rec. Area shooting	17	2,157
UCSB Village	7	782

Special problem areas such as the importation of horses for the equestrian events and sailing vessels for the yachting events were worked out among the LAOOC, Vandegrift and the U.S. Customs Service long in advance of the arrival of these shipments. Special care for these problem cases and for Olympic cargo in general led to very few complaints about the condition of the cargo upon receipt by the IOC, NOC or IF.

21.02.8 Venue resupply procedures and results

The venue supply coordinator at each Olympic venue was responsible for the resupply flow at his site. Space was allocated for trailers at each site to store the bulk of the anticipated supply needs of the venue. Additional quantities of common materiel were kept at the MDC for distribution upon request by the supply coordinators.

Regional supply supervisors maintained regular communication with each of the supply coordinators in their regions to ascertain any additional supply requirements for the venues. Both the regional supervisors and the venue supply coordinators had petty cash funds for purchase of emergent materiel needs. Each of the venue departments also had general petty cash funds that could be used to procure needed materiel.

A majority of the purchases made at the venues during the Games period used these department-based procedures rather than general resupply procedures.

21.02.9 Storage warehouse operations in the move-back period

With the end of competition at each venue, the LAOOC was required to move out all of its equipment and supplies as quickly as possible. The role of the supply coordinator at each

venue was simple: place all moveable assets in trailers for return to the Material Distribution Center. This process was accomplished without benefit of comprehensive inventory sheets. The commissioner at each of the venues used varying amounts of the venue assets as incentive gifts for his staff, with the remaining materiel turned over to the supply coordinator. Suppliers and sponsors who had loaned or leased items to the LAOOC were permitted to pick up these items at the venues, saving the LAOOC the cost of transportation back to the vendor's location. LAOOC Security at the venue maintained strong control of the fence line until the assets had been placed in trucks or trailers and sealed. With some exceptions, they were successful in achieving this goal.

The sealed trucks returned to the Material Distribution Center and were unloaded, with no inventory taken of their contents as long as the seals had not been broken prior to arrival.

Since the venues closed at various times during the course of the Games, the traffic flow into the MDC was manageable. Materiel was brought into the warehouse, secured on pallets and left until all of the materiel was returned in the week after the Games ended. Full security was provided at the MDC to assure that no materiel would be stolen.

27.02.10 Final disposition of the assets after the Games period

Following the Games, assets no longer in use were sent back to the Material Distribution Center for storage until a strategy for their disposition was established.

A five-part strategy was developed to dispose of the assets while at the same time increasing the general revenue fund, rewarding staff for hard work, assisting organizations in the community and giving the public an opportunity to collect Olympic memorabilia. The five parts to this disposition plan were:

- Rewards to staff
- Donations to certain organizations
- Exercising repurchase agreements
- Negotiated transaction not under repurchase agreements
- Public sale and auction

Staff incentive gifts

Certain assets such as televisions, mopeds and videotape recorders were given by the central departments for exemplary service to some staff

members who were not venue specific and thus not eligible to participate in the venue incentive programs. Following approval by the Finance Department, these items were requisitioned by department heads through Material Logistics and delivered to the respective staff members.

Donations

Other items were donated to organizations which had supported the operations of the LAOOC during the Games and could put the items to good use. Among those organizations receiving materiel from the LAOOC were Los Angeles County, the Los Angeles Police Department, the Los Angeles County Sheriff's Department, the Orange County Sheriff's Department, the University of California, the Santa Barbara Foundation and the Los Angeles Unified School District. An example of the kind of materiel donated is listed below with approximate quantities:

Approximate description	Quantity
File cabinets	1,100
Storage cabinets	100
Steel shelving	50
Picnic tables	41
Patio chairs and tables	500
Fire extinguishers	100
Umbrellas and bases	40
Drafting tables	6
ironing boards	40
Fans	1,000
Desk lamps	1,000
Park benches	10
Medical supplies	various
Lockers	100
Coolers	150
Beds and mattresses	2,500
Blankets and pillows	2,500
Carpeting rolls	20
SuperTurf rolls	50
Laundry soap boxes	20
Laundry carts	6
Hand trucks	25

The LAOOC received innumerable requests for supplies and equipment from charitable organizations throughout Southern California and the rest of the United States. The requests far exceeded the available resources. Rather than establish arbitrary standards, the LAOOC decided not to make any donations to such organizations.

Repurchase options

Whenever possible, materiel which had been purchased with a "repurchase by vendor" clause was sold back to the vendors. The revenue from these sales went into the general fund.

Negotiated sales

Many items returned to the MDC were of value only to commercial buyers, rather than to the general public. The

MDC staff was therefore authorized to contact alternative purchasers of these items and solicit bids. Many commercial items were sold in this manner following the Games.

Public sale and auction

In view of the phenomenal interest in Olympic memorabilia following the Games, the LAOOC decided to conduct a combined retail sale and auction in order to provide the greatest possible access to the materiel by the general public. Auctioneers were interviewed and the joint venture of A.Z. Stein Co., Inc. and Fred Bush and Company, Auctioneers, was selected to manage both the sale and auction in conjunction with the LAOOC. It was decided to conduct the sale and auction as quickly as possible to catch the public while Olympic interest was still high.

In consultation with the auctioneers, the LAOOC decided that items that were attractive and limited in quantity (unable to support a multi-day sale) would be held back for the auction. Items which the LAOOC had in large supply were set out at the sale. Advertisements for the sale and auction were placed in the major circulation newspapers in Southern California for several weeks prior to the event. The LAOOC was fortunate to receive a great deal of media coverage both prior to and during the event which heightened public awareness of both the sale and the auction.

Both the sale and auction were conducted at the MDC. The sale was conducted outside the loading docks from 1000 to 1800 hours on 15-19 October 1984. Inspection of all the auction items took place at the same time. More than 15,000 people attended the retail sale during this five-day period. By the end of the week nearly everything that had been put out for sale had been purchased.

LAOOC sale items

Description	Sale price
Publications	\$ 1-5
T-shirts	3
Record albums	2
Seat cushions	5
Olympic pins	5
Jewelry boxes	10
Notebooks	3
Posters	1-5
Manual typewriters	20
Binoculars	15
Flags	20-30
Televisions	165-525
Belts, hats, scarfs	2-10
Uniform pieces	5-10



6

6 A bill of lading is checked as goods are loaded into trucks or unloaded into the warehouse.

The LAOOC auction was held from 20-21 October 1984. More than 700 registration paddles were sold and at times more than 1,000 people were in attendance at the auction. Everything from 62 pairs of white gloves to two helium-filled balloons were sold. All goods were lotted and tagged prior to the auction and a printed catalog was produced. Those interested in attending the auction were given the opportunity to preview the materiel during the retail sale.

More than \$850,000 was grossed in the five-day sale and two-day auction. The net proceeds of these seven days were earmarked for an exhibition commemorating the Games at the Los Angeles County Museum of Natural History in Exposition Park—a fitting site since it lies less than 200 yards from the Los Angeles Memorial Coliseum, the site of the Opening and Closing Ceremonies and the athletics competition.

Although a majority of the materiel assets of the LAOOC were liquidated in this fashion, still remaining were those materiel assets required by the LAOOC for its continuing operations. Once these items were no longer required by the LAOOC, they were sold or donated in similar fashion, with proceeds from this disposition going into the general fund.

21.03 Summary

The concept of materiel planning, acquisition and distribution for the 1984 Games relied upon the belief that venue management personnel knew what materiel was needed. The centralized department, rather than deciding what to order, tried to make the acquisition, storage and distribution procedures for this materiel as efficient as possible. Information

Materiel Acquisition and Distribution

obtained from the venue- or department-based managers was channeled directly into the materiel management system. The information form, not the materiel content, was standardized throughout the LAOOC to allow accurate tracking of the materiel from requisition through final disposition. A weakness of this system was the late hiring of the venue managers responsible for materiel decisions, resulting in late and sometimes inadequate materiel requisitions which eventually caused less effective mass purchasing and more vendor paperwork for the Material Logistics Department.

The purchasing aspect of the materiel management system was effective until it was removed from the Material Logistics Department in January 1984. Although this move was made to more closely ally this function with the general procedures and control of the Finance Department, it effectively removed the necessary relationship of purchasing to planning and distribution. Even so, the purchasing function achieved its goal of acquiring the majority of needed materiel long before the opening of the venues.

The storage of materiel after acquisition was equally effective once the decision was reached not to sort and store the materiel according to venue. The decision to acquire warehouse space only when it was needed proved to be a wise one, reducing costs and limiting the manpower required to staff unused space. The only drawback to this "as needed" plan was the need to store materiel en masse rather than by venue until the bulk of it had been acquired. A major reorganization of the materiel was then undertaken to move it into specific venue areas within the warehouses.

A problem that plagued the materiel management system was the heavy reliance placed on quick and accurate data input to the materiel management computer system. This was a problem because of the large quantity of information which had to be keyed in, the management level decisions placed in the hands of data entry clerks and the short (and ineffective) training period for the data entry staff. Although this problem was not resolved, the eventual lessening of the work flow as the Games approached and the on-the-job training of the data entry staff allowed the process to continue unimpeded.

With the shift from acquisition and storage to distribution, Material Logistics found itself with fewer problems than anticipated. There was a much longer period of time than had been anticipated in which to make deliveries to the venues because the LAOOC had been able to secure early access to them. Expected heavy traffic problems which would have forced the distribution cycle to take place very late at night never did occur, thus allowing the materiel movement to take place at hours convenient to the venue and Material Distribution Center staff.

Supply operations at the venues were handled efficiently by the venue supply coordinators and their staff. Materiel needed at the last minute was purchased through existing systems and venue-specific procedures. Resupply was handled by the supply coordinators and their regional supervisors. On-site inventories were maintained by the supply coordinators with technical installation and maintenance handled by the Technology staff and equipment suppliers.

Olympic cargo was also handled by Material Logistics using generally the same system of storage and distribution as that of the general Olympic materiel.

With the close of each of the Olympic venues, the assets of the venue were utilized to some extent as bonuses in an employee incentive program. Those assets which were not given away as gifts or auctioned on-site were placed in truck trailers and returned to the Material Distribution Center. This materiel was sorted into functional groups with the intention of making charitable contributions to deserving groups, selling them by direct sale to the public or conducting a general auction.

After a portion of the materiel had been given away, a five-day sale and two-day auction were successfully held to dispose of these remaining assets to the public. The proceeds from the sale and auction were placed in a special fund which established a permanent Olympic exhibit at the Los Angeles County Museum of Natural History.

As an on-going operation, the LAOOC continued to utilize various assets in the day-to-day conduct of its business. These assets were to be disposed in the same manner when no longer required.

With the disposal of these remaining assets, the materiel acquisition and distribution function of the LAOOC completed its responsibilities.

22

22.01 **Role of the Los Angeles Olympic Organizing Committee**

Business meetings of National Olympic Committees and International Sports Federations are often held in the host city of the Olympic Games in the years preceding the Games and during the Games period. These groups use the meetings in pre-Games years to inspect the preparations for the upcoming Games and to familiarize themselves with the host city and local organizing committee. During the Games period, groups such as the ANOC (Association of National Olympic Committees) and especially the International Sports Federations take advantage of the presence of their local administrators and officials at the Games and hold meetings in the host city (IF meetings are commonly known as congresses). These congresses provide a forum for revision of International Federation rules and regulations, discussion of policies and issues and election of new officers. The organizing committees of past Games had often assisted groups holding such meetings with planning, physical preparation, language support, as well as support during the meetings themselves. It was not uncommon for organizers to absorb the staging cost of congresses held in the host city during the Olympic period. Early in the planning for meetings and congresses to be held in Los Angeles in 1984, the Los Angeles Olympic Organizing Committee assumed a role of active involvement in the organizational stage. However, the LAOOC asked the other parties to assume responsibility for expenses incurred in the staging of their own business meeting(s). While welcome to hold its congress in Los Angeles, each IF was informed in 1983 that each would be responsible for any costs incurred in holding a congress. The LAOOC would, however, assist those federations desiring congresses in identifying and procuring all necessary resources. During the pre-Games period, however, the LAOOC took a more active role in the financing, planning and staging of major Olympic meetings in Los Angeles. The major example of this was at the January 1983 meetings of the Executive Board of the International Olympic Committee (IOC) with the National Olympic Committees (NOCs) in Los Angeles. The Los Angeles Olympic Organizing Committee assumed responsibility for all arrangements including transportation and the assignment of (but not payment for) rooms to the delegates.

22.02 **Meeting of the Executive Board of the international Olympic Committee with the National Olympic Committees**

The LAOOC hosted a major meeting of the National Olympic Committees and the IOC Executive Board at the Biltmore Hotel in Los Angeles from 12-21 January 1983. This was the only large-scale opportunity for the LAOOC Protocol Department to identify and plan for the specific tasks and duties it would be performing during the 1984 Olympic Games. Based on the experiences of this meeting, the LAOOC developed a more precise vision of protocol activities for the IOC and NOCs during the Games. Over the 10-day period, various LAOOC procedures and plans were implemented and tested to identify problems and obtain hands-on experience. This meeting also provided the opportunity for the LAOOC and the Biltmore Hotel staff to work together and become familiar with each other's operations in preparation for the Biltmore's role as Olympic Family headquarters during the Games.

The primary objective of the LAOOC for the January 1983 meetings was to demonstrate how well organized and well equipped the LAOOC was to conduct efficiently the Games of the XXIIIrd Olympiad. It was also important to ensure the comfort and personal well-being of those attending to promote a positive impression of the LAOOC and Los Angeles and demonstrate the LAOOC's ability to carry out the tasks ahead in preparation for the Games.

Another objective of this meeting was to identify and test an accreditation system to determine its feasibility and use for the Games. Systems and procedures were developed for interviewing, hiring and training personnel which would be instrumental for the massive task of hiring the necessary staff in 1984. Key individuals were identified during the meetings who later became the core of the LAOOC Host/Hostess Program for 1984.

Many LAOOC internal departments used the meeting as a testing ground or dress rehearsal for their 1984 plans. These included Security, Transportation, Olympic Family Services, Technology (telecommunications), Finance and Protocol. Critical areas were identified and tested on a smaller scale to determine which systems and procedures worked and which needed further development and improvement for 1984.

The Olympic village personnel interviewed all official delegates from the NOCs in order to determine their needs and desires as they related to village services. Each NOC was given the opportunity to tour each Olympic

village and then officially request which village it desired for its delegation in 1984.

Delegates to the NOC meeting were greeted at the Los Angeles International Airport by a team of LAOOC staff, including hosts/hostesses. Delegates were escorted to a special passport control line which was open only to official delegates. Special LAOOC luggage tags which facilitated baggage and customs handling had been sent to all delegates who were then accredited upon arrival at the Biltmore Hotel.

IOC/NOC Meetings Program

The purpose of the 1983 meeting of the Executive Board of the International Olympic Committee with the National Olympic Committees in Los Angeles was to discuss and resolve various issues and questions as they related to the preparations for the 1984 Olympic Games and future Games.

The Executive Board of the IOC met on three separate days and on a fourth day with the General Assembly of the Association of NOCs. The ANOC General Assembly met on two other days and was preceded by a meeting of the ANOC Council. Meetings were also held by the Association of African NOCs (ANOCA), Olympic Council of Asia (OCA), Commission of the Olympic Movement and the Press and Television commissions of the IOC. Visits to the venue sites were offered by the LAOOC for all delegates prior to the meetings of the ANOC General Assembly and IOC Executive Board. Five hundred sixty delegates (560) from 141 nations attended in all.

On 18 January 1984, a special presentation was held in which IOC President Juan Antonio Samaranch presented Jim Thorpe's 1912 Olympic gold medals for the decathlon and pentathlon events to Thorpe's children, thus restoring Thorpe's amateur status. The presentation was organized by the United States Olympic Committee.

Hosts/Hostesses

All hosts and hostesses for the IOC/NOC meetings were volunteers who were selected through a stringent interview process. Because they were essential to the success of the meetings, they were required to complete a thorough two-day training program prior to final selection. Many of the 149 hosts/hostesses were bilingual or multi-lingual and provided vital communication services for the delegates from each country. Hosts and hostesses were uniformed for easy identification by the delegates.

Program of the Meeting of the Executive Board of the International Olympic Committee (IOC) with the National Olympic Committees (NOCs) 14-21 January 1983 Biltmore Hotel Los Angeles, California

Wednesday, 12 January
Opening of the IOC Secretariat
Opening of the LAOOC Secretariat

Friday, 14 January
Meeting of the Association of African NOCs
Reception for Association of African NOCs, hosted by the LAOOC
Venue tour for the IOC Press Commission

Saturday, 15 January
Meeting of the Council of the Association of National Olympic Committees (ANOC)
Venue tour for the IOC Press Commission
Venue tour for the IOC Television Commission

Sunday, 16 January
Meeting of the IOC Press Sub-Commission
Meeting of the IOC Television Commission
Meeting of the IOC Working Group of Assistance to the NOCs
Premiere opening of the technology and venue model displays in the Regency Room at the Biltmore Hotel
A screening of the ABC Sports/LAOOC film "Sharing The Dream"
Venue tours (Northern, Southern and Central/Western) for the delegates

Monday, 17 January
Meeting of the IOC Press Commission
Meeting of the General Assembly of the ANOC
Press conference given by the International Amateur Athletic Foundation
Venue tours for the delegates and members of the Executive Board of the IOC

Tuesday, 18 January
Meeting of the Executive Board of the IOC
Meeting of the General Assembly of the ANOC
News briefing given by the IOC director
News conference given by the Organizing Committee of the XIV Olympic Winter Games-Sarajevo 1984
Program for guests of delegates at the Beverly Center and Universal Studios
Presentation of 19 12 Olympic medals to the family of Jim Thorpe
Reception following the Thorpe presentation hosted by the United States Olympic Committee
Sports demonstration of rhythmic gymnastics and synchronized swimming and reception and dinner following hosted by the LAOOC

Wednesday, 19 January
Meeting of the Executive Board of the IOC
Meeting of the IOC Commission for the Olympic Movement
Meeting of the General Assembly of the ANOC
Program for guests at Santa Anita Park
Reception and dinner for the delegation in the homes of Southern Californians
Reception and dinner for the accredited media at the home of the LAOOC news secretary



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Thursday, 20 January

Meeting of the Executive Board of the IOC with the National Olympic Committees Program for guests at Disneyland
 News briefing(s) given by the IOC director
 Report of the LAOOC to the Executive Board of the IOC with the NOC
 Reception and dinner hosted by the IOC

Friday, 21 January

Meeting of the Executive Board of the IOC
 News briefing given by the IOC director
 News conference given by the president of the IOC
 Report of the LAOOC to the Executive Board of the IOC

Language Services

Interpretation for each of the major languages was provided by multi-lingual hosts/hostesses assigned to NOCs and by request through the LAOOC Secretariat. In addition, the LAOOC Secretariat provided translation services as needed. Simultaneous translation was provided in both French and English for all IOC meetings and German, Russian and Spanish were added for meetings of the ANOC General Assembly.

Social Functions

Various social functions were organized to inform and entertain the delegates. These included receptions, dinners, presentations and a sports demonstration of synchronized swimming and rhythmic gymnastics.

On 19 January, a unique program of in-home dinners was organized in order to give the NOC delegates the opportunity to spend an evening in a private home. The majority of the delegates chose to attend these dinners throughout the entire Los Angeles area and were delighted at the hospitality and warmth of their hosts.

A guest program was organized to provide activities for family members and friends of the delegates. Arrangements were made for tours of local amusement parks, shopping excursions, luncheons and an afternoon at Santa Anita Park, site of the 1984 equestrian competition.

Various venue tours were set up to give all delegates, including the media, an opportunity to visit all the sports sites as well as the three Olympic villages. The respective sport commissioner and/or sport manager were in attendance at each venue to describe the particular site and answer questions. Delegates were shown model rooms in each Olympic village and were given the opportunity to explore the facilities available at each.

Support Services

The LAOOC maintained a secretariat at the Biltmore who provided information and assistance for translation/interpretation services, additional hosts/hostesses and travel needs. A large area (Regency Room) was set up with books and displays which provided information and answers to questions for delegates. This area included a slide show on the Olympic villages, architectural models of the villages and sports venues and was staffed by members of various LAOOC departments, including Sports, Ticketing, Transportation and Health Services. Cultural, Customs and U.S. Postal Service representatives were also on hand. The Technology Department set up displays of the electronic messaging system (EMS) and the results systems.

Additional services were arranged for the convenience of the delegates. Banking, currency exchange, medical services, travel and transportation assistance were all specially provided at the Biltmore. A full program of services for news media was also arranged for the 246 accredited media who attended. The LAOOC helped to arrange accommodations, arranged site tours and provided news conference facilities (including simultaneous interpretation in English and French) and a media work room with information boxes, typing areas and telecommunications (telephones, telecopier and telex).



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1 The IOC office space in the Baltimore Hotel, site of the January 1983 IOC Executive Board meetings in Los Angeles.

2 The Biltmore Hotel, in downtown Los Angeles, was the headquarters for many IOC Executive Board and NOC meetings.



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³ NOC flags decorate a hallway at the Biltmore Hotel in Los Angeles, site of the meetings of the Executive Board of the IOC with the NOCs in January 1983.

22.03 Congresses

22.03.1 Conceptual role of the LAOOC

The objective of the LAOOC was to assist the federations in conducting their own congresses by identifying and organizing resources, with the federations paying for the various services.

By identifying and organizing resources and facilities, the LAOOC helped make it possible for all of the congresses held in conjunction with the Games to be conducted as efficiently and economically as possible while still providing the high quality required for such important conferences.

Since the membership comes from many different nations, the congresses usually, but not always, require simultaneous interpretation into some combination of six different languages: English, French, Spanish, German, Russian and Arabic (e.g., English-French, English-French-Russian, etc.) Frequently, voting takes place to elect officers and/or pass legislation pertaining to the sport. As a result, the quality of interpretation is particularly

critical so that voting is based upon a proper understanding of the issue(s) under consideration. There were a few federations for whom the quality of interpretation was not critical—their sessions were information events where major issues were not resolved and the expense of professional, conference-level interpreters was neither required nor desired. In Los Angeles, 12 federation congresses required simultaneous interpretation and three required no interpretation assistance.

Unlike previous Olympic Games, the Organizing Committee for the Games of the XXIIIrd Olympiad did not assume ultimate responsibility for the planning, management and funding of federation congresses held in conjunction with the Games. The LAOOC did, however, develop a comprehensive “Plan for Congresses” for those International Sports Federations wishing to hold congresses in Los Angeles in conjunc-

tion with the 1984 Games. The LAOOC also identified and secured congress meeting sites (generally hotels) and interviewed and selected individuals and companies to provide interpretation services upon request. Interpretation services included individuals (free-lance), professional simultaneous conference interpreters and a company which provided the portable interpreter booths and necessary electronic equipment, headset receivers and delegate microphones.

The LAOOC assisted in identifying the best sources for all other services which might be required by the federations. A limited number of buses for those federations wishing transportation assistance were contracted at federation expense. Although the LAOOC’s objective was to assist the International Sports Federations in putting on their own congresses while itself assuming no financial responsibility, the LAOOC recognized that the quality of experiences for those attending the congresses would inevitably reflect on the LAOOC because the congresses would take place at the time of the Games of the XXIIIrd Olympiad and because the LAOOC was involved in their preparation.

Because arrangements for IF congresses held at the time of the last three Olympic Games were provided by the Organizing Committee, in most cases the IFs had not developed the necessary administrative personnel and procedures nor the ability to raise funds for these congresses.

In consideration of the financial status of the IFs and to develop the best possible relationship between the LAOOC and the IFs, every effort was made to assist the IFs in putting on the congresses in the most efficient and inexpensive way possible while preserving their quality.

The LAOOC assisted the federations in securing hotel accommodations for a limited number of congress delegates who were not officially accredited for the Olympic Games and therefore were not eligible for the hotel accommodations of accredited congress delegates.

In the planning stages, each IF requesting a congress was asked to identify a “congress coordinator” who acted as a liaison between the IF and the LAOOC on all congress matters and preparations. The LAOOC sports commissioner and congress director assisted the federation in identifying and recruiting a representative to serve as the volunteer congress coordinator who would assume the on-going responsibility for planning and managing the congress. This individual was contracted on behalf of the federation to arrange for all the necessary

services such as meals, transportation, office equipment and supplies, audio-visual equipment, entertainment and accreditation. The LAOOC Congresses Department provided training and orientation for the congress coordinator but all final arrangements were the responsibility of the federation rather than the LAOOC.

22.03.2 Congress assistance given by the LAOOC

From 1981-1983, the LAOOC corresponded frequently with the IF officials. A congress questionnaire was mailed to all federations in 1982. The returned questionnaires contained vital planning information on required resources, funding/budget data and space requirements. The largest part of the planning and organization of each congress, however, was "diplomatic" in nature. Cooperation and communications had to be established between the various federation officials and the various LAOOC departments involved (Sports, Accommodations, Transportation, Language Services).

Throughout the planning stages, the LAOOC Congresses Department encouraged, guided and directed federation officials and congress coordinators during all phases of planning to cooperate and share facilities and resources wherever feasible as a means of minimizing costs and providing the most efficient utilization of facilities and personnel. Continuous advice and support to federation officials and congress coordinators was provided particularly in the areas of:

- Review of past congresses, their organization and production
- Catering, coffee services and meal services
- Distribution of electronic interpretation headset receivers, and, more importantly, return of the instruments at the completion of the congress day
- Security matters
- Advice on table arrangements, table placards (country names) flags, banners, other aspects of Look
- Advice on number of volunteers needed for various functions
- List of consulates in California

The LAOOC also provided assistance with congress delegate registration and last-minute administrative needs on days of the congresses.

During the preparation for and conduct of the 1983 LAOOC-sponsored sport events held March-September 1983, the director of congresses met personally with representatives of every federation holding congresses in Los Angeles. These meetings and subsequent supplementary telephone conversations were the most critical factors in developing congress plans which would actually work and satisfy all parties.

The director of congresses and the IF officials together with the sport commissioner and/or sport manager personally visited the proposed sites for the congresses. These site visits proved absolutely essential since the IF officials were very interested in how the congresses would work and were particularly interested in the atmosphere and surroundings of the proposed sites. Issues of cost, interpretation, housing, transportation and accreditation for all delegates were major discussion items.

Congress coordinators developed working relationships with the congress hotel and the LAOOC Congresses Department. The responsibilities of these individuals included:

- Compiling and preparing lists of delegate names
- Providing airport arrival services for delegates as needed
- Coordinating with the LAOOC's Accommodations Department regarding housing for congress delegates during the pre-Games period
- Coordinating housing during the Games period for congress delegates not accredited for the Olympic Games by their federation or NOC
- Arranging accreditation
- Arranging for entertainment and visits to special attractions
- Arranging meals and coffee breaks with the congress hotels
- Planning the congress meeting room configuration and set-up of equipment, flags and placards
- Preparing and distributing documents, brochures, communiques, mailings, information about Los Angeles and congress operations and other written materials requested by the federations
- Preparing notepads, pens, and other materials for congress delegates upon arrival
- Securing personnel to record and transcribe the congress proceedings
- Working with the commissioner, the international and national sports federations and the LAOOC to identify, recruit and train other personnel needed for the congress

In the month prior to the Olympic Games, congress coordinators conducted pre-convention meetings

with hotel convention services representatives. In almost every case, a trial set-up (mock-up) of the head table and delegate tables was arranged. At that time, tablecloth colors and other room decorations were established, including flower, flag and banner placements. In some cases, banners were put on the wall behind the head table; in others they were hung in front of the head table which was elevated above the floor.

The LAOOC Congresses Department compiled and integrated the following information, requirements and requests from IFs for their congresses:

- Estimated attendance at general congress sessions
 - Estimated attendance at council/board meetings
 - Estimated attendance at committee meetings
 - Dates and hours per day of each of the above meetings
 - Congress meeting room needs
 - Council/Board meeting room needs
 - Committee meeting room needs
 - Secretariat space/facility needs
 - Meal/banquet/coffee break and entertainment requirements/requests
 - Press conference room requirements
 - Housing requirements/requests in congress hotels
 - Transportation needs to and from congresses
 - Number of congress delegates who would not be accredited during the Games; Congresses Department to ensure that IFs have procedures for accrediting them for the congresses
 - Linguistic needs/requests such as number of simultaneous or consecutive interpreters (i.e., number of languages) needed for each congress session and/or council/board/committee meeting determine use of volunteers versus paid professionals
 - Interpretation hardware; delegate headsets, interpreter headsets, microphones, booths, others as needed
- Interpretation services needed at each press conference, banquet/luncheon, entertainment event
- Multi-lingual typists for transcription of proceedings of congresses, board, council and committee meetings, preparation of bulletins, communiques and voting results; other special requests of IF officials

- Multi-lingual typewriters—i.e., typewriters adaptable for multi-language typing elements; supply of multi-language typing elements
- Translation/transcription services needed following meetings
- Number of rooms, desks, chairs
- Meeting room set-up required/requested for congresses board/council/committee meetings; choosing from schoolroom style, theatre style, horseshoe-shaped table, hollow square table, rectangle, or other pattern
- Meeting room equipment, electronics required/requested
- Head table size, number of chairs, elevated or not, one tier, two tier, or other
- Head table microphones; how many, where placed
- Podiums and podium microphones
- Delegate microphones/podium microphones; how many, where placed
- Flags/emblems used; country placards, other decorative items
- Ballot boxes, blackboards, flip charts, film or slide projectors
- Recording equipment; and which kind—reel-to-reel versus cassette
- Secretariat/office; space and equipment needs/requests
- Xerox/copy machine/paper and supplies

The LAOOC secured the necessary and appropriate IF congressional meeting sites, obtaining the meeting rooms without charge wherever possible. In addition, the Congresses Department identified and secured, where necessary and appropriate, services required for the congresses at the lowest possible cost. These services included:

- Congress site director/coordinator and staff; congress volunteer staff training services
- Accommodations; hotel space for IF delegates, both accredited and un-accredited, who could not be housed at the appropriate congress hotel
- Interpreters
- Interpreting equipment; headsets, interpreters' booths, interpreters' microphones and headsets, technicians to run the equipment and dispense and collect headsets
- Translators
- Secretariat (office equipment and personnel)
- Security matters
- Transportation was provided by LAOOC Transportation Department and paid for by the IFs
- Miscellaneous services including technology, administration and entertainment

Appropriate and necessary contracts or agreements for all the above services were determined and arranged for the IFs by the LAOOC.



4

4 NOC delegates dine at one of the many functions held in their honor during their stay in Los Angeles.

Conference Facilities

The LAOOC arranged for Congress meeting facilities at four primary sites around Southern California: the Los Angeles Airport Hilton and Towers, Los Angeles Marriott Hotel, Long Beach Hyatt Regency Hotel and the Westin Bonaventure Hotel in Los Angeles. Letters of understanding were completed in April 1983, with agreement reached that the hotels would not charge for rental of the meeting space as long as sufficient food and beverage services were ordered by the client federations. Six federations held their congresses at the Hyatt Regency Long Beach, two at the Los Angeles Airport Hilton and Towers and one at the Westin Bonaventure. Three of the other four congresses were held at sites close to the competition venues of the federation concerned and the IHF Congress was held in San Diego, California.

Language Services

International Simultaneous Translation Services Company (ISTS), based in Florida and Montreal, was selected for all simultaneous interpretation services. It had previously provided such services for the Games of the XXIst Olympiad (Montreal 1976), XIIIth Olympic Winter Games (Lake Placid 1980), the XIth Olympic Congress at Baden-Baden in 1981, the 1983 Summit of Industrialized Nations in Williamsburg, Virginia, and many other events. This was the only company with enough technicians and equipment to service the meetings which were spread over a vast area ranging from San Diego to Long Beach to downtown Los Angeles to Malibu.

ISTS prepared special contracts for the federations which the LAOOC distributed to the appropriate federation representatives and asked to have signed and returned. In signing the contracts, the federations assumed responsibility for any additional services required or equipment which might be lost at the congress, whose cost would be over and above the fees the federations had paid for the original equipment ordered. Most federations did order more equipment such as additional microphones and headsets just before or during their congresses.

Security

In spring 1983, the congress director and the director of security for the LAOOC met and decided that the congresses would be officially "outside the LAOOC security blanket." Security arrangements would be up to the individual federations. The LAOOC Security Department did, however, take the following steps:

- Met with LAOOC congress staff and congress coordinators at each congress hotel to discuss contingency plans. In the case of several hotels, security personnel were present outside the doors of each congress to ensure that only official delegates or observers to the congress entered.
- Maintained communication with hotel security personnel and alerted the hotel security and congress coordinators of newly developing needs for additional security

There were no security problems at any of the congresses that required assistance from the LAOOC Security Department.

Transportation

Invoices were sent to the two IFs which had requested bus transportation from the LAOOC and required a 25 percent deposit by 15 December 1983. Final payment was due 15 March 1984.

22.03.3

Organization of the congress staff

In early February 1983, the Congress Department was created within the Olympic Family Operations group. The purpose of this new department was to develop and present to the federations a plan for holding congresses in Los Angeles.

By November 1983, the Congress Department had developed the plan for congresses, assisting sport commissioners in identifying, recruiting and training volunteer congress coordinators for each federation and laying the groundwork for appropriate interpreters and interpretation equipment. The Congresses Department then became inactive until March 1984.

In March 1984, the Congresses Department was reactivated. By the end of May 1984, two additional full-time staff were hired: an administrative assistant and a manager of congress operations, both of whom served through the Games.

22.03.4

Recruitment and training

The LAOOC was not prepared to fund a significant expansion of its own staff, nor was it considered necessary to have many additional staff members to assist with the congresses. The director of congresses thus suggested to the federations that they, along with the LAOOC sport commissioners and the Congress Department, jointly identify and recruit individuals who would serve as congress coordinators to plan and operate the congresses. These individuals provided a limited amount of volunteer time in the year prior to the congresses and volunteered full time for a week or so at the time of the congress.

In June 1983, the sport commissioners, IF officials and Congresses Department jointly began interviewing and selecting candidates for the roles of congress coordinators. All except one were identified and selected by the end of September. The final IF selected its congress coordinator in April 1984.

The director of congresses and manager of Language Services spent three days at the United Nations meeting with the heads of each translation, interpretation, conference services and document flow divisions. This effort proved extremely useful in compiling a comprehensive list of all functions and services which might possibly be needed by the federations. More importantly, these meetings educated the LAOOC as to current highest level of standards for international conference operations, number of inches prescribed by the U.N. as most appropriate to allow for an individual delegate at a conference table, methods of balloting, protocol of which staff members should be present during the actual conducting of the congress and decision-making process regarding which officials and delegates at a conference should be interrupted with messages and by whom.

Congresses in the pre-Games period

In September 1983, the LAOOC unexpectedly assumed the role of host to the 1983 World Target Archery Championship, which had previously been scheduled for Mexico. The Federation Internationale de Tir a l'Arc (FITA) Congress was to be held in conjunction with the championships. The Congresses Department agreed to play a major role in organizing that congress, following the proposed plan for 1984. The archery congress was an ideal vehicle for the just-selected congress coordinators to practice their roles for the 1984 congresses.

All the issues ultimately encountered in the Olympic congresses manifested themselves during the archery congress, including: interpreter selection, interpreter travel and housing arrangements, congress table arrangement (a special horseshoe-shaped configuration was used with head table at the open end), country name placards, identification with IF president in advance, "document flow" (quantity, frequency and speed of documents needing to be photocopied), transcribing taped proceedings of the meeting, translating those proceedings from one language to another (French/English), need for multi-lingual typewriters and typists and extra costs resulting from congresses running late.

In order for the congress coordinators to assume responsibilities for ongoing planning and preparation for the congresses, a major orientation and conference was scheduled for 14 November 1983. This orientation included each congress coordinator (in some cases one or two additional volunteer personnel as assistants to them), sport commissioners, the chief interpreter-designate, the designate from the interpretation equipment company, representatives from Xerox, photo and sound (audio visual services), design (country name placard) and others.

This orientation session simulated as nearly as possible the atmosphere and circumstances of a 1984 congress. The International Ballroom at the Los Angeles Airport Hilton and Towers, one of the 1984 Congress sites, was utilized. A formal congress table arrangement was used and International Simultaneous Translation Services Company installed a three-interpreter booth and provided headsets, since some of the orientation was conducted in French, requiring the delegates to learn to use the electronic headset receivers.

22.03.5 Review of the congresses

Since so many officials of the International Sports Federations normally come together at the time of Olympic Games, it is natural for the federations to hold congresses in conjunction with the Games. However, holding congresses in conjunction with Olympic Games presents many logistical challenges because of the generally scarce resources available in a city during the Games (housing and transportation, to name two examples). In addition, the federation congress, which is generally a prestigious and important event, becomes at best an unnoticed secondary event in the community. Because of the overwhelming focus on the Olympic Games, normal considerations and services are frequently lacking or difficult to secure. Therefore, when the Organizing Committee is not planning to host and organize the

congresses as an integral part of its responsibilities, many federations are now choosing to hold congresses in conjunction with their world championships. Overall, the LAOOC approach to congresses was significant in two ways:

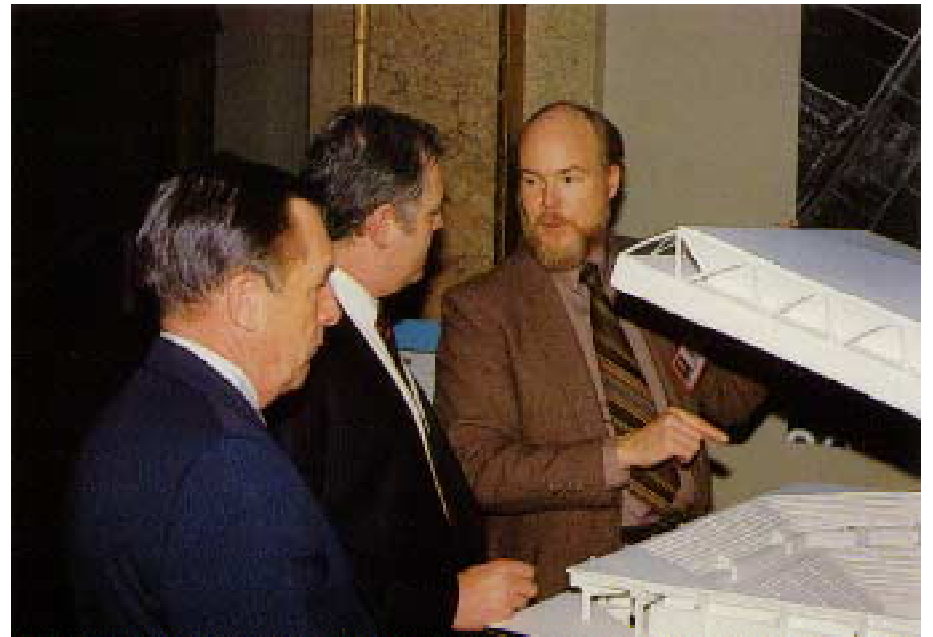
- Since the federations were required to pay for services, the federations were more selective in deciding what was important for them to have, what was important for them to accomplish, how much time they needed and what languages they needed.
- Because the distinction was drawn clearly between the resources available to delegates accredited to the Games and those available to congress delegates who were not accredited for the Games, federations had to make arrangements for unaccredited delegates who were not guaranteed accommodations, transportation, credentials and tickets accorded to the Games officials.

22.03.6 Summary of IF congresses FINA Congress: 25 July 1984 Pepperdine University Law School Malibu, California.

Facilities were outstanding in the new Law School Amphitheater. The congress was scheduled from 1000 to 1600 with approximately 160 delegates and observers expected. Congress actually began about 1020 and ended at 1640. The day preceding the congress, the bureau (approximately 12 members) met at Pepperdine in an upstairs meeting area in the Firestone Field House to make its recommendations on each issue that was to be presented to the congress. As a result, at the beginning of the congress, each delegate was handed a list of resolutions with a proposed recommendation by the bureau. This allowed the congress to progress by requiring only a yes or no vote on the recommendations with minimum discussion. Three interpreters provided service in English and French.

IHF Congress: 25-26 July 1984 Westgate Hotel San Diego, California

The handball federation decided to hold its congress in a city other than Los Angeles and with the help of the sport's commissioner selected the Westgate Hotel in San Diego. The IHF Congress was one of the two congresses which required the least involvement of LAOOC congress personnel. It was almost self-contained and was run by the United States Team Handball Federation. The LAOOC's only role was to provide



5

interpretation services which included nine interpreters providing service in English, French, German and Arabic and which were paid for by the federation. There were approximately 120 delegates each day.

FIVB Congress: 25-26 July 1984 Hyatt Regency Hotel Long Beach, California

The volleyball congress was one of the best prepared and executed congresses in Los Angeles. A special banner welcoming the congress was prepared by a local artist and especially attractive country name placards were prepared creating an excellent atmosphere and setting for the congress. FIVB had its entire hotel plan and agreement completed in writing by late fall 1983, and all delegates, including those not accredited for the Olympic Games, were able to stay in the hotel during the congress.

Nine interpreters provided service in English, French, Spanish and Arabic for approximately 130 delegates each day.

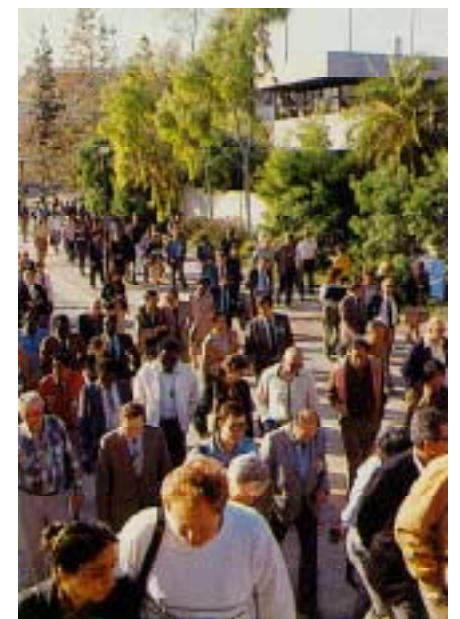
FIG Congress: 25-26 July 1984 Airport Hilton and Towers Los Angeles, California

The gymnastics federation conducted the longest series of meetings in conjunction with its congress. Numerous meetings of committees, the executive board, commissions, technical assemblies and the general assembly took place during this nine-day period. Receptions and social functions were sponsored almost every night by a different major company seeking to improve its business with the federation.

Twelve interpreters provided service in English, French, Spanish, German and Russian for approximately 250 delegates.

UIPMB Congress: 25-26 July 1984 Conference Center/Coto de Caza Coto de Caza, California

Along with the handball federation, the Union Internationale de Pentathlon Moderne et Biathlon was the least involved with the LAOOC Congresses Department. Because of the remote



6

5 NOC delegates view a venue model.

6 IOC and NOC members tour UCLA, one of the three athlete villages.

Meetings and Congresses

location and relative isolation of the Coto de Caza venue, events at Coto had to be arranged for and managed by those physically present there. As a result, the LAOOC's venue director and his assistant provided all the initial planning and the operational management during the congress.

IWF Congress: 27 July 1984 Airport Hilton and Towers Los Angeles, California

The secretary-general of the weightlifting federation personally handled all the detailed planning, site visits and prepayments for interpretation and bus services in the year prior to the congress. Two months before the congress, on his final visit to Los Angeles, he agreed to let the assistant venue manager serve as the congress coordinator to arrange for flowers, table arrangement, interpretation coordination and other matters best handled at the local level.

Only minor modifications in the room set-up were made since both FIG and IWF used the same room. The one bus ordered by IWF functioned successfully, running two shuttles between Loyola Marymount University (venue for weightlifting) and the Los Angeles Airport Hilton in the morning and two again in the evening. Delegates were all housed at Loyola Marymount.

Twelve interpreters provided service in English, French, Spanish, German and Russian for approximately 200 delegates.

FIAC Congress: 27 July 1984 Hyatt Regency Hotel, Long Beach, California

The federation conducted a short congress from 0900 to 1300 using the same room, interpreter booths and table configuration as the volleyball congress did the day before. Only the head table was slightly reorganized. FIAC was also able to use the bright, bold country name signs which FIVB had made.

Nine interpreters provided service in English, French, Italian and Arabic for approximately 150 delegates.

IAAF Congress: 31 July-1 August 1984 Westin Bonaventure Hotel Los Angeles, California

The original estimated attendance for the athletics congress was 280. Actual attendance the first day was more than 450. This was the largest congress ever held and was attributed to the many observers, press and local dignitaries who unexpectedly attended. Special guests who made opening day remarks included LAOOC President Peter V. Ueberroth, IOC President Juan

Antonio Samaranch and Los Angeles Mayor Tom Bradley. Second day attendance was closer to normal.

Fifteen interpreters provided service in English, French, German, Spanish, Russian and Arabic.

The federation had made a special, perforated tear-off card as part of the delegate's simple accreditation/registration card, one tear-off card for each day. A delegate had to submit that card, which had the delegate's name and identification number typed on it, in order to get a headset for simultaneous interpretation. The card was given back at the end of the day when the headset was returned.

The most critical and serious issue involved accommodation arrangements for delegates not accredited for the Games. Because the IAAF held the only major congress during the Games period, the housing of delegates who did not have access to the same hotels as the Games-accredited IAAF delegates was a serious matter. The LAOOC offered accommodations from rooms remaining in its inventory for the Olympic Family and these were used by some delegates. Others attending the Congress decided to stay at a downtown hotel close to the Congress site which became available late in the pre-Games period.

IYRU Congress: 5 August 1984 Hyatt Regency Hotel Long Beach, California

The International Yacht Racing Union held a small, brief congress with no interpretation required. Approximately 60 delegates attended.

The major issues were the method of coffee service and how to hang the IYRU banner. On the day of the congress, the hotel convention services representative was not in attendance and there was difficulty in fixing the banner, which ultimately could not be used.

ABA Congress: 10 August 1984 University Hilton Los Angeles, California

The Association Internationale de Boxe Amateur held a short one-day congress. Attendance was approximately 150.

The boxing federation set up an unusual arrangement for interpretation, with four interpreters hired to do consecutive, rather than simultaneous, interpretation into French, English and Spanish. This made for a slow and cumbersome congress, but it was the approach to interpretation which the president of the federation insisted on.

The AIBA congress generated the most public attention and controversy as a result of a Games dispute from the night before concerning the awarding

Example of Congress Scheduling: Congress of the International Amateur Athletic Federation (IAAF) 27 July—3 August 1984—Westin Bonaventure Hotel

	<i>Time</i>	<i>Expected attendance</i>
Friday, 27 July		
Welcoming Committee	0800-1700	15
Women's Committee	0800-1700	15
Luncheon for both committees	1200-1300	30
Sunday, 29 July		
Council of the IAAF	0900-1800	35
Medical Committee	0800-1700	12
Technical Committee	0800-1700	18
Luncheon for both committees	1200-1300	30
Dinner for the council	2000-2200	40
Monday, 30 July		
Council of the IAAF	0800-1700	40
Luncheon for the council	1200-1300	40
Reception for the delegates	2000-2200	600
Tuesday, 31 July		
Congress of the IAAF	0900-1200	280
(English/French/German/Russian/ Spanish/Arabic)	1400-1730	280
Luncheon	1200-1400	280
Reception	2000-2200	600
Wednesday, 1 August		
Congress of the IAAF	0900-1200	280
(English/French/German/Russian/ Spanish/Arabic)		
Luncheon	1200-1400	280
Reception	2000-2200	600
Thursday, 2 August		
Pacific conference	0800-1200	20
Press conference	1200-1400	100
Luncheon	1400-1500	50
Dinner	1700-2000	N/A
Friday, 3 August		
Reception	2000-2200	N/A

of a medal to a contestant. Eventually, the executive board dealt with the problem at the end of the congress. The issue preoccupied the attention of many of the officials and the lobby outside the congress room was essentially a waiting room for media wanting to know what had been decided.

AIBA had live microphones positioned throughout the hall and delegates would frequently grab a microphone and speak loudly out of turn, causing additional disruption.

22.04 Summary

Without exception, the federation officials said the facilities and services were the best they had had in many

years. In spite of a few operational problems with the interpretation, the overall quality of the interpreters and equipment operations was far beyond that of previous federation congresses. However, at previous Olympics, federations had not had to pay for services and, although muted, mentions of how much it was costing were heard. Eventually, the issue of costs subsided as general appreciation of the success of the congresses increased.

It is recommended in the future that decisions regarding meeting schedules and facilities should be made at the earliest possible date to aid organizers and to help delegates who are not accredited for the Games and may not qualify for Olympic services such as accommodations, transportation, credentials and tickets.

23

News Relations and Press Operations

23.01 Areas of responsibility for News Relations and Press Operations

23.01.1 The conversivity of tasks

The task of dealing with the news media on the local, national and international levels was a difficult one. Thousands of media had interest in the Games during the 1979-1984 preparatory period, and more than 8,600 were actually accredited to report about the Games during the Olympic period. The responsibility of the LAOOC was to provide sufficient information and services to the media to allow them to function properly in their news-gathering and news-reporting roles. These responsibilities took shape at two different levels. In the planning and preparation phases, media had interest in interviewing members of the Organizing Committee, in receiving information about the structure of the LAOOC and its activities and in seeing the sites which would be used for the Games. At the same time, the LAOOC had to begin the detailed plan for accommodating the logistical and technical needs of the press, radio and television during the actual time of the Games. In order to be sure that both ongoing media relations and long-term planning received sufficient attention, these functions were split into different departments: News Relations and Press Operations.

The titles of the departments described their areas of responsibility. News Relations ("News" for short) dealt with the day-to-day requirements of the media, including:

- Interview requests
- News conferences
- News releases, photographs and support materials
- Policy and reaction statements
- Venue tours and media event advance

The News group began at the formation stage of the LAOOC and was limited to a news secretary and secretary through mid-1981. The staff was later expanded.

The 1984 staffing included an advance team staffer to accompany the senior management of the Organizing Committee at almost all public functions, since news media coverage of the Games and the LAOOC had reached a near-fever pitch.

Press Operations focused solely on the logistical preparations for hosting media at the Games. It was not responsible for giving on-the-record statements to the media or for receiving daily inquiries regarding the Organizing Committee's day-to-day affairs. Long-range planning and advance preparations could be given sole emphasis without the burden of

dealing with important news events on a daily basis. Press Operations worked principally in the areas of:

- Accreditation; forms, identity cards, processing and physical badging
- Accommodations; assignment of media to LAOOC-reserved housing
- Information Services; athlete biographical data base, Main Press Center interview procedures, sports information and notes, and video recording and viewing
- Main Press Center; MPC layout and construction, news agency liaison and planning, Organizing Committee administration and media support services
- Photographic Services; camera repair, film processing and transport, photo pool liaison and photographic position surveys
- Venue Press Operations; recruitment and training of venue press chiefs and staff, operating plans for the venues and seating charts

The Press Operations group was also responsible for liaison with the Press Commission of the International Olympic Committee and assisted in some areas of television support.

Because of the event-related nature of the department, Press Operations grew slowly after appointment of a director in 1981. The initial operating plan for Press Operations was completed in May 1981.

As the Games drew near, both News and Press Operations found it important to work closely together. Information needed to be shared and journalists who came in to meet with one group almost always asked questions about areas covered by the other. Some confusion resulted as journalists did not understand the split between the responsibilities of News Relations and Press Operations. On the whole, however, good communications between the two departments resulted in an effective working atmosphere internally and provided solid external support for the media.

23.01.2 Analysis and conclusions

- The division of responsibility between day-to-day work and long-range logistical planning proved wise. Each department was able to concentrate on its own function and neither area suffered as a result of a temporary crisis in the other.
- An unfortunate result of the division of responsibility was a division in office space. News and Press Operations were not located near each other, resulting in a lack of communication of basic materials such as news releases. Physically co-locating the groups from the start would have assisted in the sharing of information, although the thin staffing of both departments would have made it tempting for one group to borrow heavily from the other during emergencies. Problems of either News or Press Operations would have hindered the progress of the other—the entire reason for initial separation.

News Department staff development

	1980	1981	1982	1983	1984
News Secretary	1	1	1	1	1
Deputy News Secretary	0	0	2	3	2
News Assistant	0	1	1	1	6
Advance Team	0	0	1	2	3
Schedulers	0	0	1	1	2
Special Projects	0	0	0	0	1
Administrative	1	1	2	2	5
Totals	2	3	8	10	20

Press Operations department staff development

	1981	1982	1983	1984
Director	1	1	1	1
Accreditation	0	1	1	3
Accommodations	0	0	1	2
Information Services	0	0	1	5
Main Press Center	0	0	2	2
Photographic Services	0	0	1	2
Venue Press Operations	0	0	3	6
Administrative	0	1	2	4
Totals	1	3	12	25

News release schedule

	1980	1981	1982	1983	1984
January	0	3	5	12	20
February	1	1	2	12	15
March	3	4	3	14	31
April	1	2	8	14	25
May	4	2	8	24	36
June	4	2	5	16	36
July	2	2	6	23	24
August	5	4	6	19	11
September	1	2	15	18	2
October	0	2	6	16	6
November	2	2	4	21	0
December	2	6	8	18	1
Totals (Grand Total: 547)	25	32	76	207	207

23.02 Dissemination of LAOOC information to the news media

23.02.1 News releases, publications and other written material

The primary method for communicating news material was in writing. Through news releases and publications, information was distributed to media around the world on a timely basis.

There was no set pattern for news releases or features; the LAOOC made announcements and released material whenever there was something important to say. This had the effect of making the releases more useful when

received but also led to some confusion (especially among foreign media) for those who had expected some regular timetable for the dissemination of Olympic information.

The News group focused on several themes during the preparatory period, but turned toward a reactive stance in the later stages. In 1980, the primary messages included descriptions and explanations of the symbols and themes for the Games and specific information about the financial, management and organizational policies of the LAOOC. In 1981, News emphasized the permanent construction undertaken and the increase in licensing and marketing and tried to broaden international awareness of the Games. In 1982, the venues had been finalized in most sports, and attention was focused on the Games sites. Pre-Olympic competitions, tickets and the torch relay highlighted 1983, with intensive reaction periods following each major announcement.



1

1 Journalists from all over the world are out in force to cover the athletics competition at the Los Angeles Memorial Coliseum.



2



3

2 "New York Times" reporter (from left) Robert Lindsey interviews LAOOC President Peter V. Ueberroth as LAOOC Press Secretary Amy Quinn follows the water polo competition during the Games.

3 Journalists wait to begin a tour of the USC athlete village.

During 1984, the News staff was immersed in reaction to a flood tide of stories, all of which had, in the minds of the questioning media, some link with the Games. Construction, LAOOC staffing requirements, tickets and the torch relay led the headlines. Intense interest in the smallest details of Games planning required immense amounts of staff time to react, while some of the advance team had to be assigned to assist with the Olympic Torch Relay. As a result, the available staff had time only to respond to inquiries and did not participate in as many proactive media activities as had been hoped for.

During the Games period, nine releases were issued after the opening of the villages and Main Press Center (MPC) from 14-27 July, and nine additional releases were issued during the actual period of competition from 28 July-12 August. One-third of these items dealt with the availability of tickets for spectators.

Releases were sent to a mailing list which was inherited from the group which won the bid to stage the Games. It was updated periodically by adding the names of those national and international journalists who visited the Organizing Committee or who wrote for information. A special effort to reach the local media led to numerous conferences with local editors or news directors, who added multiple names from their publications or stations in order to make their coverage complete. At its peak, the mailing list comprised about 4,000 persons, although only a few items were distributed to the entire list: "Olympic Countdown" volumes (5 in all), "Stars in Motion," numbers 1-6, the monthly "Olympic Update" and major releases such as the announcement of the LAOOC's ticketing or Olympic Torch Relay programs. Most of the releases were sent to a smaller list of 1,000 names which focused primarily on local media and representatives of national and international news media with offices in Los Angeles.

Additional printed materials for media included an introductory press kit, consisting of a collection of releases describing the general activities of the LAOOC. Press kits covering general matters were introduced in 1981 and refined yearly through 1983, after which the general information book "Olympic Countdown: 200 Days To Go" replaced the press kit. Specialized information packages were introduced about the Olympic venue sites (1981), the torch relay (August 1983) and Olympic Arts Festival (January 1984).

The News group was responsible for compiling and maintaining a file of newspaper and magazine clippings related to LAOOC and Games coverage. A massive three-part clipping system covered national media reports, reports from international media and coverage of the torch relay. The clip files contained than 30,000 pages of national coverage alone and were indexed by date rather than subject matter. "News Summaries" were also prepared for use by the News staff and by other key executives within the LAOOC; these included photocopied highlights from reports in daily newspapers and weekly/monthly magazines, as well as transcriptions from radio and television programs. Copies of these summaries were also forwarded to the IOC offices in Lausanne, Switzerland.

23.02.2 Photography

Interest in photography of the Games increased dramatically in 1983 and 1984, especially in view of new technology which allowed greater use of color reproduction in newspapers. The News group provided sets of color slides picturing the major venues, living conditions inside the Olympic villages and the Look of the Games as presented during the LAOOC's LA83 events.

Initially, photographic availability was limited to black-and-white portraits of the chairman, president and executive vice president of the LAOOC, along with limited shots of the major venues. Sets of these photos were assembled in small photo kits and distributed on a request-only basis to news media desiring photographic back-up for their written material. A complete set of venue photographs was never made available; few requests were received for photographs for some of the smaller sites.

Requirements for color transparencies changed the shooting requirements and new sets of photographs had to be taken in 1983. Thousands of sets of ten slides each were made and were distributed upon request. Again, the most popular sites were provided, although most of the sites were available on request. A full venue set was not produced, although there was a substantial demand for one in the three months prior to the Games.

Major news events were photographed under the direction of the News group, working in agreement with local photographic firms. Event photographs were compiled into subject indexes and were available to media requesting specific photographic support of Games personalities or of major events. These operations were carried on separately from documentation efforts for the "Official Report of the Games of the XXIIIrd Olympiad."

Multi media shows utilizing transparencies were produced by News in 1981 and 1982, until the formation of a separate audiovisual function within the Public Relations Department.

Reproducible copies of the *Star in Motion* logo, *Sam the Olympic Eagle* mascot and the LAOOC's Olympic Pictograms were also available in black-and-white versions in all general press kits and on request. In cooperation with the Licensing Department and Press Operations, media were allowed to use these symbols without charge so long as their use was restricted to editorial coverage of the Games and not to promotion (or implied endorsement of the LAOOC) of an individual newspaper, magazine or radio/television network, program or station. No difficulties were encountered with these controls. Because of the especially heavy demand for color reproductions of the *Star in Motion*, color transparencies of the LAOOC's logo were made available on request, beginning in mid-1983.

23.02.3 News conferences

The LAOOC organized numerous news conferences about the Games dealing with important subjects of the moment. Conferences and media briefings were usually held for a specific announcement, rather than for general background, especially in the period 1980–1983. During the latter part of 1983 and into 1984, periodic briefings were held during specific times when increased information was needed by the media—such as in the month prior to the 2 June 1984 deadline for acceptance of individual invitations to compete in the Games by National Olympic Committees.

Briefings and conferences were held at sites all over the Los Angeles area, usually in hotels which had joined the LAOOC's Official Hotel program. Occasionally, gatherings were held outdoors or at sites which were appropriate for the subject matter of the briefing; the announcement of the program for the Olympic Arts Festival was held at the Los Angeles Museum of Contemporary Art. As time became very precious in 1984, briefings were held in the LAOOC's conference facilities in Westwood or in Culver City.

Technical considerations usually included raised platforms for television cameras, lighting balance for both television and still photographers and multiple-output audio patch units for the use of radio and television reporters.

23.02.4 Radio and television

Special audio and video releases for electronic media were not produced by the LAOOC, but the organizers made their top executives available for local radio and television reporters in periodic fashion, as well as in unusual situations which provided for unique coverage.

Local media were the primary focus for most of the radio and television effort, although national and international media did pick up certain segments for re-broadcast on their systems. President Peter Ueberroth appeared on a prominent local television station news program on a once-monthly basis for most of 1981 and 1982. National and foreign television crews also recorded hundreds of interviews with LAOOC personnel in the Organizing Committee offices, especially in the twelve months prior to the Games. Although Ueberroth was the primary subject in sessions up to July 1983, officials in specific areas were heavily sought after in the months just prior to the Games.

One of the unusual opportunities for television coverage of LAOOC officials was on 13 May 1984, when President Ueberroth and Executive Vice President Harry L. Usher viewed a news conference given by the National Olympic Committee of the USSR in Moscow and broadcast live in the United States. Media were invited to a Hollywood studio to speak with both men following the USSR NOC briefing which began at midnight Los Angeles time. Media questioning did not begin until almost 0200 in Los Angeles.

23.02.5 Tours

The immense interest by journalists in the unique setting of the Games was apparent early on, measured by the many requests for tours of the venues by journalists coming to Los Angeles. In concert with the Press Operations staff, tours of the major sites were conducted on a twice-weekly average from mid-1 982 through early 1984.

Although numerous tours were given in 1981 and early 1982, the majority of venue sites were not finalized until early 1982. The most requested sites included: the Los Angeles Memorial Coliseum (athletics), USC Village and swimming site, UCLA Village and Pauley Pavilion (gymnastics), The Forum (basketball), Velodrome (cycling) and Long Beach Convention and Exhibition Center (fencing and volleyball).

Tour dates and sizes were carefully coordinated with Protocol and with the venue owners. Because each of the most popular facilities was already existing and had continuing operations, venue owners were concerned about disruptions to their normal schedules



4

4 The LAOOC News Department stages a press conference in June 1983 to announce the mail order ticket system.

by continuing large tour groups from the LAOOC. This led to tour groupings, which would include both media and protocol tours arriving in separate vehicles (and with separate guides) at the same venues at the same times in order to cause as little interruption of normal venue activities as possible. Journalists requesting venue tours were generally required to telephone, telex or write the LAOOC at least one week in advance of their visit. The News group would attempt to gang the tours of visiting journalists together as much as possible in order to reduce the drain on staff time and to requisition properly a suitably sized vehicle.

Working in tandem with Press Operations and in cooperation with the U.S. State Department, the News group led a series of ten tours for journalists from South and Central America, Africa and Asia on a once-per-month basis in the last nine months of 1983 and in January of 1984. One day of each U.S. State Department tour schedule in Los Angeles was devoted to the LAOOC and its preparations for the Games. This program was well received by the journalists and led to return visits or trips by colleagues of those who had participated in the program.

News Relations and Press Operations

23.02.6 During the Games period

The News Department divided its staff during the period of the Games in order to reach the largest number of media effectively. Groups were concentrated at the Main Press Center as well as at the LAOOC's administrative headquarters in Culver City and at the major venue sites.

The news secretary, along with the special projects manager, was assigned to the LAOOC president during the Games. This proved invaluable, especially since the varying demands for appearances by President Ueberroth could be best sifted by

those who had already screened thousands of interview requests in the pre-Games period. Communicating with Ueberroth through News staff physically with him was close to ideal for both the News and Press Operations groups headquartered at the Main Press Center.

The News staff had an office at the Main Press Center, where it was anticipated that inquiries about Organizing Committee actions and requests for interviews and statements regarding various incidents occurring during the Games would be handled. Statistical information regarding the competitions themselves would be handled by the Information Services sector of Press Operations. In the News office, provision was made for two deputy news secretaries, one scheduler for interviews, one advance team member and two secretaries.

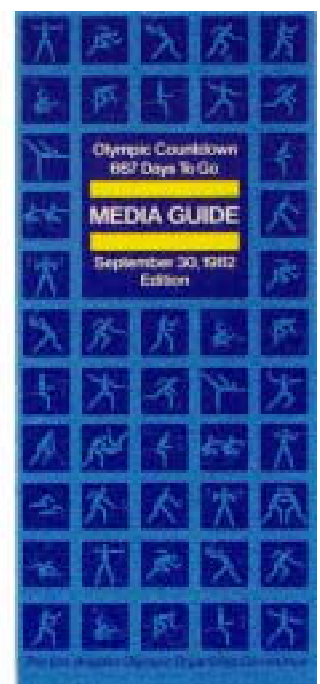
Although the News office was not staffed until approximately 21 July, it handled most inquiries without incident between 0800 and 2000 hours daily

thereafter. The office was not staffed after 2000 on most days and the responsibility for reply fell to the administrative staff of the Press Operations groups as to which was responsible for answering certain questions; this area was never clearly resolved and continued on a case-by-case basis throughout the Games.

A deputy news secretary, advance team member, scheduler and two secretaries continued operations at the LAOOC's Culver City administrative headquarters. Non-accredited media were able to get information and interview some LAOOC officials, while clipping and news summary services continued as in the pre-Games period. This group was also able to monitor developments as relayed to the LAOOC

Operations Center within the Culver City building. The smoothness with which the Games proceeded served to eliminate most of the need for the News office at Culver City and most of that staff transferred to the MPC.

News assistants were assigned to sites where the most media interest was expected: the UCLA and USC Villages, the Exposition Park area, including the Coliseum and Sports Arena, and the Long Beach Convention and Exhibition Center complex. Those assigned to the villages proved invaluable both in assisting the village administration on media matters and in cooperating with the Press Operations staff at those sites. News staffers led some of the daily village tours, assisted in the interview areas and helped to guide journalists in the best use of the limited village access available to them. Since almost all focus at the sports sites was on the competition alone, News staff helped to arrange and carry out the media services programs in cooperation with the Press Operations staff there.



23.02.7

Analysis and conclusions

The News group, as constituted, achieved its primary objectives in all areas. Media received accurate and detailed information in a timely manner when the Organizing Committee had something to say. A high level of service was delivered on journalist tours, and follow-through on interviews and requests for information/statements was unusually efficient, considering the limitations on staff.

It was clear, however, that News was understaffed; it was barely able to react effectively to the torrent of reactive pressure apparent in the final stages of the pre-Games period. Additional staff should have been hired in the late stages of 1982 and in early 1983 to become thoroughly competent in the details of the organizing effort. They would have

then been ready to handle not only the requirements of reactive news dissemination, but also to plan and carry out a detailed proactive program. Although it turned out that the Games did not need to be "sold," it would have helped the LAOOC's world wide image to have a more continuous and rhythmic flow of information to the mass media in at least the last 18 months prior to the Games. It is possible that some of the image problems suffered by Los Angeles, especially in the eyes of foreign media, could have been reduced or eliminated if a direct-reach program for media had been implemented. In view of the small staff, none was possible.

Mailing lists also reflected a reactive, rather than proactive, approach. Those who initiated contact were listed; major media which did not act overtly were not included. If targeted mailing rosters compiled in concert with some of the larger national sportswriter associations were not practical early on in the pre-Games period, merger with the accreditation information residing with Press Operations should have been attempted in the six months

prior to the Games. Neither was attempted; but considering the available staff time, neither was possible.

The concept of "news summaries," containing not only local clippings but also those of national and international media, was outstanding. It allowed the LAOOC's key executives to gauge the possible private and public relation to various programs-not only in the local area-but also across the country and around the world. These summaries were a tremendous educational and sensitizing tool.

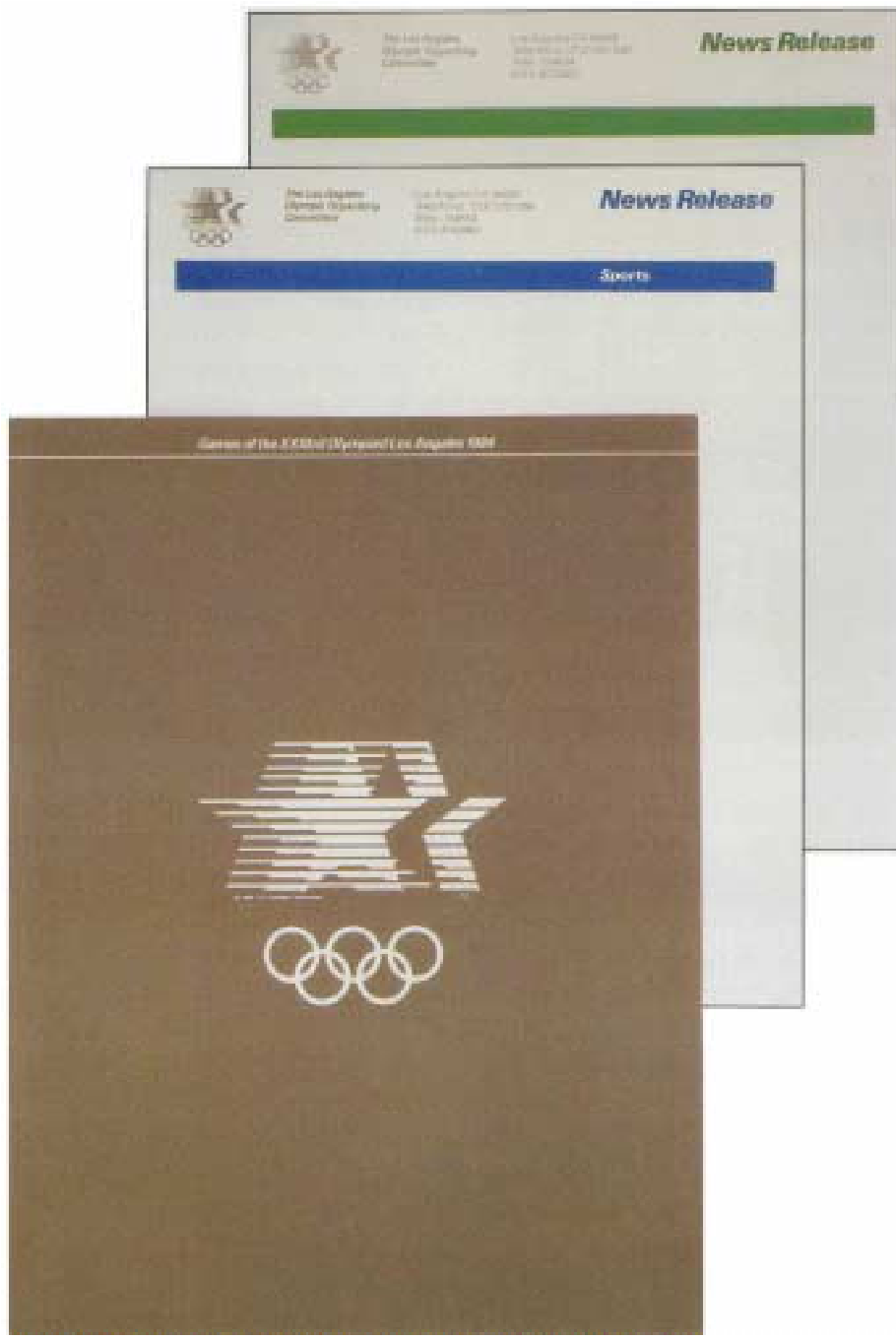
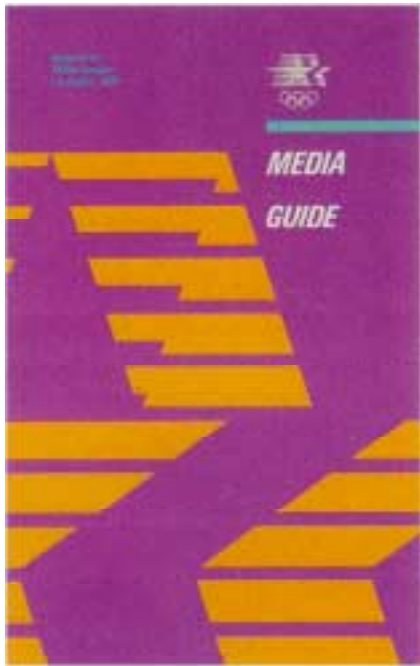
23.03
Interview policies
and procedures

23.03.1
During the pre-Games period

Media coming to Los Angeles found a wide variety of subjects for their work in the members of the LAOOC staff. As the planning progressed in the pre-Games period, ever-increasing pressure was placed on staff time for media access and interviews.

In the early stages, media attention focused almost solely on the president of the LAOOC, Peter Ueberroth. As time went on, however, Ueberroth directed many of the inquiries to individual department heads or other staff. In the year prior to the Games, great media interest was focused on the staff management of sensitive areas such as security, transportation and villages.

The News staff utilized scheduling assistants as early as 1982, with one on staff in 1983 and two in 1984. Their function was to take all requests for interviews, whether originally directed to the individual himself or to the News Department, and find mutually



convenient times and places for the journalist and the staff member. The most important facet of this was to protect the time of the LAOOC's key executives. It is literally true that some of the key staff managers could have done nothing except give interviews in the six months prior to the Games. Heavy requests for interviews were often solved by scheduling group interview sessions.

In most cases, a News Department staff member accompanied the interviewer during the interview session. Presence of a News staffer provided two advantages for the LAOOC: wide-ranging interviewers frequently asked questions in areas unfamiliar to the subject-which the News staffer could often answer. The News staffer was also better educated in the area discussed between the journalist and staff member by simply sitting in. Although some journalists took exception to the company of a News Department staff member, most appreciated the additional information provided at many sessions.

23.03.2 During the Games

Interview procedures during the Games were necessarily more haphazard than when the LAOOC was contained in a central headquarters. Senior LAOOC officials not assigned to specific sports sites were generally scheduled through the News staff at the administrative headquarters in Culver City or at the Main Press Center. President Ueberoth was scheduled by the News staff traveling with him.

Sports Commissioners and others working at a specific venue were scheduled in cooperation with the News staffer assigned to that venue or village; if no News Department staff member was assigned, the venue press chief (from Press Operations) would take responsibility for staff interview scheduling.

In general, venue interview requirements were modest except for the commissioners and occasional needs for medical personnel to explain certain injuries which had occurred. Interview requests for central LAOOC management were numerous and were often met by media availabilities in news conferences at the Main Press Center.

23.04 Spokesperson function

23.04.1 Role of the news secretary and deputies

When the Organizing Committee issued statements to the media, they were issued solely by the News Department. This simple concept concentrated the efforts of the News group as the LAOOC's single news voice.

Media calling the LAOOC, regardless of department, were referred to the News Department. The responsibility of the News staff, then, was to respond efficiently to calls about all matters and to give accurate on-the-record statements for use by the media. For the most part, the News staff did an extraordinarily efficient job of following through on calls from the media, especially considering the size of the staff available to handle such matters. As noted earlier, however, this task would have been more easily carried out at a higher level of performance had the staffing been adequate.

The Press Operations group, despite its daily interaction with media from around the world, did not assume any spokesperson responsibilities. All LAOOC statements for the media were handled by the News Department.

23.04.2 Role of Press Operations during the Games

Although not involved with spokesperson functions during the pre-Games period, the Press Operations group was heavily involved with this function during the actual time of the competitions.

With no News staffers available at most of the venues, the venue press chiefs assigned by Press Operations became the spokespersons at each venue. In general, there was little need for their services, since the competitions went smoothly for the most part. In the odd situations which required comment at the sites, the venue press chiefs worked with the sports commissioners to release appropriate information, which was then communicated back to the Main Press Center for central dissemination to the media and reported to the Operations Center for LAOOC management use.

Centrally, the News office at the Main Press Center fielded most of the questions relating to LAOOC activities, as opposed to information derived from the competitions themselves. As the News office was not usually staffed from 2000-0800 hours, incoming calls were handled by the Press Operations administrative staff as available. Too often, answers were unavailable to the Press Operations staff and messages for return calls were taken.

In some areas, News turned to the Information Services sector of the Press Operations staff for assistance. All questions regarding attendance were handled by the Press Operations' Information Services group, and numerous other matters were also

Accreditation quotas in the 1978 Olympic Charter

International Agencies (including Agence France Press/FRA, Associated Press/USA, Reuters/GBR, Tass/URS and United Press International/USA. The European Pressphoto Union/FIN has also enjoyed International Agency status since 1960 since Reuters does not have a picture service.)	150
National Press Agencies	200
National Written Press	2,500
Photographers	400
Press Technical Personnel	250
Television and Film News Agencies	100
Radio/Television Commentators (For organizations holding broadcast rights only)	800
Radio/Television Support Staff (rights-holders only)	1,500
Radio/Television Technical Staff (rights-holders only)	1,900
Total	7,800

referred there-usually relieving an overloaded News group at the Main Press Center. Although closer planning could have provided a more workable procedure, the results were satisfactory to most of the media requiring assistance. In the main, junior News Department staff members looked for help from Information Services when more senior News personnel were not available, a by-product of thin staffing in News. In addition, a lack of coordinated staff time in development between News and Press Operations prevented the compilation and exchange of detailed "briefing books," which could have helped each group better grasp the knowledge held by the other. Requests coming into News, which then turned for assistance to volunteer Information Services personnel who had not been fully prepared to respond to such inquiries, usually resulted in difficulties. These matters were usually resolved after a senior Information Services staffer was found-but the time taken to locate them was wasteful, irritating and inefficient for both LAOOC departments and the journalists concerned.

23.05 Press Operations: Accreditation

23.05.1 Concept of the system

The goal of the press accreditation process was not only to provide information sufficient for the actual badge-making process but also to gather a wide variety of information about the needs for media facilities, housing, seating, transportation and other items. In this way, the single essential document which had to be completed-the application for accreditation-served as an all-in-one source of data from which a preliminary plan for press facilities could be refined.

In order to provide useful data and appropriate responses for the more than 9,000 forms which were returned to the LAOOC in the months prior to the Games, an automated system of data collection and reporting was necessary. The LAOOC's "press dossier" system responded to this need. As originally envisioned, all forms would be manually put into a computer data base; after input, the press dossier programming would keep track of each individual, financial commitments and obligations, facility needs and requests and provide management reporting tools for use by the Press Operations Department.

After the press dossier system received all possible data relative to media attending the Games, this information was then forwarded to independent systems which were responsible for accommodations and badge-printing. The accommodations systems—run by the Accommodations Department, not Press Operations—generated housing confirmations for journalists from information contained in the press dossier data base. With the press dossier data contained in the accommodations system, the Accommodations Department then collaborated with Finance to receive appropriate payments from journalists to pay off their housing balances.

Although changes in the names of the journalists who would actually attend the Games were expected to continue past the date of the Opening Ceremonies, the plan for badge-printing envisioned a cut-off date for new information to be internally set, after which changes (and new badges) would have to be made individually. The appropriate data from the press dossier system was then forwarded to the accreditation (badge-printing) system, which physically printed the individual identification data on the blank badge stock. These badges were then ready for use in the accreditation center of the Main Press Center where news media received their credentials.

The planned role of the press dossier system was to retain all pertinent information about Olympic journalists within the Press Operations Department while providing necessary data to other departments primarily responsible for some of the functions tracked by the press dossier program, such as: accommodations (reservation of housing), accreditation (printing of badges), finance (collection of money for housing and services), technology (ordering of EMS, paging, telecopier and telex equipment) and transportation (car rentals and parking). Although the concept was sound, difficulties outside the sphere of Press Operations prevented the press dossier system from fulfilling the functional role envisioned for it.

23.05.2 Distribution of the quotas

There is little doubt that many more journalists would like to cover the Games than can be accommodated. The tremendous growth in interest regarding major sports and sporting events led one International Federation president to remark that matches may have to be played twice in the future—once for the journalists and once again for the public. In order to keep the number of journalists attending the Games within manageable limits, the IOC limited the number of media allowed to attend to 7,800 and set up a program of national quotas, allocating the number of journalists, photographers and technical personnel who could be accredited to report on the Games. The responsibility for administration of this process was given to the IOC Press Commission.

While the ceiling of 7,800 media was recognized by the bid documents for the Games, the May 1978 *Los Angeles Responses to Questionnaires from International Olympic Committee and International Sports Federations* also stated that *“the OCOG may accredit such additional press personnel from the local news media as it deems appropriate.”* As the responses were incorporated by reference into the LAOOC’s agreement with the IOC, this provision was carried forward.

The Olympic Charter specifies that the Organizing Committee and the IOC shall jointly determine the quotas, noting especially the number of accreditations given at past Games, the national participation at past Games and the situation of the particular nation to which the reports will be going. Also

crucial in fixing quotas was the geographic distance of any particular nation from the city in which the Games would be held and the financial ability of journalists in individual countries to come to Los Angeles. In determining the number of accreditations to distribute, it was recognized that the LAOOC would deal independently with the international agencies, television and film news agencies and the radio/television broadcast organizations which purchased exclusive broadcasting rights for the Games. Thus, the number of accreditations available for distribution included 200 for national press agencies, 2,500 for national written press, 400 for photographers and 250 for press technicians. Since the decision about how many accreditations would be given to national press agencies was actually in the hands of the NOCs (which know the needs of their national agencies far better than a fledgling organizing committee), the 200 national press agency credentials were combined with the 2,500 national written press credentials for a national written media total of 2,700.

The LAOOC submitted its recommendations for quotas at the February 1982 meeting of the IOC Press Commission in Los Angeles. Distributions of written press accreditations to 149 NOCs totaling 2,520 and photographer’s credentials to 54 NOCs, the international and national photo pools and to the IOC totaling 390 were proposed. The press commission took these suggestions under advisement, and discussion was continued at the subsequent meeting of the press commission in Rome in May 1982. An increase to 3,000 national written press, including a limit of 100 local journalists, was proposed; the LAOOC rejected this position as too modest for local media. In June, the IOC circulated a letter asking for comment on its proposed quotas from the Rome meeting.

Quotas were finally fixed in March 1983, at the meeting of the IOC Press Sub-Commission on accreditation in New Delhi. The IOC and LAOOC agreed on the distribution of 2,648 out of the 2,700 national written press accreditations (the rest being held in reserve), as well as an extra 100 accreditations for specialized media covering a single sport only (and thus admitted only to that sport site) and 300 accreditations for the local area for the LAOOC to distribute. Distribution of 343 photographic accreditations was also agreed on, with a reserve of seven for NOCs and the remaining 50 reserved for the international agencies.

Accreditation of the 48 photo pool photographers would be in addition to the Olympic Charter limit of 400.

The specialized accreditations were for any of nine sports which would probably not receive heavy media attention in Los Angeles and in which there were large numbers of specialists

who would like to attend: archery, canoeing, equestrian, fencing, hockey, modern pentathlon, rowing, shooting and yachting. Many of these specialists would probably not have been otherwise accredited since many NOCs favor newspapers and magazines which have much larger circulations than specialized publications dealing with single sports. Distribution of these accreditations to NOCs did not take place until December 1983; the number of specialized accreditations was increased to 150 in view of the more than 200 requests received from the NOCs for specialized press in the nine sports listed.

The March 1983 determination of the quotas was timely since the press accreditation form, already in development, could be distributed in advance of the recommended nine months prior to the Games, giving the NOCs additional time to determine their own distribution plans and re-collect the completed forms from their journalists for return to the LAOOC. Although the total number of press rose from 7,800 to 8,200, including the specialized press, the Press Operations group was certain that small additions to press seating areas could be arranged. The LAOOC was also aware that although registrations for the Games would go right to the limits, it was likely that a significant number of media would not actually attend. Even a modest “no-show” rate of five percent would reduce media attendance from 8,200 to 7,790—below the original quota the LAOOC had agreed to support.

Quotas for technical personnel were more confusing. Many NOCs could not estimate their technician requirements until the number of press and photographic accreditations was known. Some NOCs tried to accommodate the requirements of their media for technicians inside their journalist or photographer quotas, while others applied for large technical quotas in hopes of turning these into journalist or photographer accreditations at a later date. Although NOCs submitted guesses of their press bodies’ technical staff requirements in June 1982, the determination of press technical quotas was not completed until October 1983. NOCs of 24 nations were allocated 184 technical staff accreditations, leaving 66 accreditations out of 250 technical staff total for use by the international agencies. As the requirements for technical staff grew, the LAOOC noted that many technicians had need only for access into the Main Press Center. Fearful of issuing additional technical

staff accreditations, which allowed access into all stadium press areas—but no seating privileges—the Press Operations Department developed a special credential for admittance into the Main Press Center only. This met the requirements of the agencies which needed staff in the Main Press Center and also helped to keep technicians out of the venue press areas where overcrowding was a concern. Only technicians with requirements for venue access needed to receive a full Olympic technical staff credential. Accreditation forms were sent in appropriate numbers to all NOCs and returns began pouring into the LAOOC close to the deadline of 1 February 1984, just less than six months prior to the Games. The IOC Press Sub-Commission allocated 28 additional press accreditations from the reserve in late November, so by 1 February, the LAOOC expected the NOCs to return 2,676 press accreditation forms, 343 photographer forms and 184 technician forms for a total of 3,203.

It was made repeatedly clear to the NOCs that non-return of forms by 1 February would result in cancellation of those accreditations represented by the forms. After the deadline passed, the IOC Press Sub-Commission and LAOOC met in Los Angeles in March 1984 and took up the re-allocation of accreditations not used by non-return of forms sent to NOCs. At that time, 2,641 forms had been received from NOCs for press, photographers and technicians combined with 44 more forms expected soon because of bank or postal strikes in various countries. Accreditations for the international agencies had reached the alarming total of 462, well over the quota of 266 (150 writers, 50 photographers and 66 technical staff) and with a re-allocation expected to be 140 (100 writers, 40 photographers as agreed by the Sub-Commission the previous November), the accreditation total for all written press had risen to 3,287 against a quota of 3,500 (International Agencies 150, national written press 2,700, photographers 400 and technicians 250). The Sub-Commission and LAOOC agreed to balance these returns against the quota of 3,500, leaving 213 accreditations still in reserve; these were split one-third (71) for the IOC, to use for late applicants and special situations, and two-thirds (142) for the LAOOC, in view of the insatiable interest shown by United States media. The LAOOC’s mandate was to work closely with the NOC of the USA (the United States Olympic Committee) to identify additional U.S. media deserving of accreditation. The actual re-allocation totaled 148, with 81 press, 59 photographers and eight technicians, reducing the IOC’s available accreditations to 63.



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5 LAOOC staffers check payments of journalists during in-processing at the Main Press Center.

6 Journalists begin their accreditation procedure at the Main Press Center.

Accreditation of the international agencies proved to be confusing early on. Although the charter specifies that the Organizing Committee should work directly with the agencies on this, the LAOOC assumed that the IOC Press Commission would divide the quota of 150 writers, 50 photographers and 66 technicians among them. This proved incorrect and the LAOOC simply dealt individually with the needs of each agency; each received extremely liberal treatment in view of their worldwide reporting responsibilities. Additional accreditations were almost always granted upon demonstration of need within the overall coverage plan which the LAOOC had discussed with each agency.

23.05.3 Procedures for accreditation

Aware of differences in the efficiency, interest and sophistication of both NOCs and press worldwide, the accreditation procedures were designed to be as simple as possible. Once the quotas were determined, the LAOOC sent its press accreditation application forms to the NOCs in August 1983. Each form was ten pages in length and was accompanied by a 36-page instruction book which contained important information about services offered by the LAOOC and how to take advantage of them. The instruction book contained the full questions in both English and French, while the answer sheets listed only a space for the answer next to the question number, with a one- or two-word identifier to help tie the question numbers/answer spaces back to the full question in the instruction book. This was done so that those filling out the form would have to read the instruction book. Each set of answer sheets was numbered from 00001 to 12000, and each individual sheet had a page number as well as a set number on it. A sample set of filled-in answer sheets was provided in the back of the instruction book.

The accreditation application asked questions about personal biographical data (21 questions), the applicant's press body and coverage plan (15), accommodations requirements (9), transportation needs (2), telecommunications (14), photographic needs (11) and financial summary (4); a total of 76 questions.

Although some media complained about the length of the form, it was felt the sole opportunity to gather good data about the overall requirements of the media would be from the only document which everyone had to complete: the accreditation form. Forms which were not completely filled out were still accepted as it became clear that most media did not understand their own requirements as little as six months prior to the Games. Questions regarding personal and press body data, accommodations and transportation needs proved useful, while some of the press body data and all of the photographic and telecommunications questions provided little worthwhile data.

Rights-holding broadcast organizations were sent forms containing answer sheets for only the personal data and authorizing signatures; individuals within these groups did not need to specify their individual requirements, which were already being met on a group basis by their broadcast organization. Members of the international agencies were sent complete form sets.

A separate telecommunications handbook was sent along with these forms. The Los Angeles-area telephone utilities required that any orders for their facilities must be sent directly to them rather than through the LAOOC. Their order instructions and forms were also published in English and French, totaling 72 pages plus order forms.

After the announcement of the boycott by some nations in May 1984, the IOC and LAOOC worked together to reduce the quotas from countries which would not be participating and to increase the accreditations available to NOCs whose participation would be increased because of the boycott. The number of accreditations allowed to the non-participating NOCs was 50 percent of the number of journalists which they had actually registered. For example, the USSR NOC, which had a quota of 113, actually registered 35 persons and had its quota reduced to 18. A total of 96 journalist accreditations and 20 photographer accreditations were re-distributed to 34 NOCs; nine of the accreditations out of the IOC's general reserve were also distributed.

Further quota adjustments were not made; an occasional addition was made by telex in the last few days before the Games. After the opening of the Main Press Center, almost all decisions regarding accreditation were in the hands of the Organizing Committee. The IOC had little knowledge of the minute-by-minute requests for accreditation and left decisions largely to the LAOOC as to whether sufficient facilities existed to accommodate additional journalists.

The quota system was clearly successful in controlling the flow of media coming to the Games. The early agreement on the quotas allowed dispatch of the accreditation forms well ahead of the required time; this in turn allowed the IOC and LAOOC to take a firm stance on the return deadline for such forms. As a tool for management of the media coming to Los Angeles, the re-allocation by quota helped the NOCs and the Organizing Committee to work together on commonly understood limitations for attendance of national media in the busy days just prior to the Games.

NOCs receiving these forms sent them to media selected by the NOC. These forms were filled out, returned to the NOC for authorizing signatures and then returned by the NOC to the LAOOC by 1 February 1984. Two photographs (two-by-two inch) and any applicable financial deposits were also required along with the returned form; journalists could reserve accommodations (requiring a deposit) and pay for insurance and parking passes. Forms not returned by the NOC by 1 February 1984 were considered cancelled and the accreditations represented by them were eligible for re-allocation.

Thus, journalists had to fill out the accreditation form; obtain a bank draft or certified check in U.S. dollars for their accommodations, insurance and parking pre-payments; and enclose two photographs (two-by-two-inch), returning the completed form to their NOC to return to the LAOOC. Unless additional requirements arose, journalists had no further responsibility in the accreditation process until they arrived in Los Angeles.

23.05.4 Processing of the applications and distribution of the Olympic identity cards

With a return deadline of 1 February 1984, the LAOOC expected that accreditation forms would begin arriving in September 1983, with the bulk coming in December. Unfortunately, almost all forms were sent close to the deadline, and the Press Operations group faced a flood of forms in the last two weeks of January 1984. As of Friday, 3 February, a total of 2,131 forms had been received and 398 more had been identified as in transit after telex notification from the NOCs involved. This constituted approximately 79 percent of the 3,203 forms originally sent to NOCs—a good return. Forms which had been sent prior to the deadline but which had been slowed in the mails, or held up by national mail strikes, continued to arrive in succeeding weeks.

A severe problem was the lack of money sent with some of the forms. Foreign regulations or strikes sometimes prevented transmission of funds to the USA or transmissions in U.S. dollars. NOCs either held onto these forms until the payments were available or sent the forms ahead with the money to follow. In few cases was the LAOOC notified; checks later arrived without reference to whom that money was for, or wire transfers would be added to the LAOOC account without details about where they came from or for whom they were intended.

The forms were supposed to be sent to a special bank address where the bank drafts or checks were removed and deposited into a designated account, a photocopy was made and attached to the form, which was then sent on to the Press Operations group. As often as not, however, the forms were mailed directly to the LAOOC and not to the bank address. These forms were sent by Press Operations to the bank address where they were treated in the regular manner.

Once in the hands of Press Operations, forms were checked for completeness and pre-payments and the information was entered into the press dossier system. Olympic identity cards for category “E” accreditations were

prepared manually and sent to the NOCs as soon as possible. These cards included the name of the journalist, identification of that person as a journalist, date of birth and a picture—one of the two that had been sent in with the accreditation form. Each card had a six-digit number, eventually used to control the flow of accreditation in the Main Press Center accreditation center.

Since the Olympic identity card was a necessary prerequisite to receiving an accreditation badge, the LAOOC withheld ID cards for non-payment of accommodations or other fees. Telex messages were sent to all NOCs in late June listing those journalists who were delinquent with regard to pre-payments. Since time was running out, the NOCs were asked to acknowledge the non-payments and send their journalists to Los Angeles with sufficient funds to pay all costs on arrival. For pre-payments which had been sent but for which the LAOOC had no record, the NOCs were asked to supply the necessary data to track down the money. This helped to clear up some of the wire transfers that had come into the LAOOC's accounts but had never been identified as belonging to an individual journalist. However, the Press Operations group moved to the Main Press Center with many accounts still unresolved—these questions would have to be answered as the journalists physically came forward to get their accreditation cards.

Substitution procedures were necessary as some journalists were replaced by others for a variety of reasons. Simple, one-page substitute forms were sent by the LAOOC to NOCs shortly after the 1 February 1984 deadline for original submissions. Substitution forms required only personal information from the new applicant and the name and organization of the person being replaced. The form required the endorsing signature of the NOC to be valid.

Accreditation procedures for the 300 local accreditations held by the LAOOC proceeded much as with the NOCs. The LAOOC, acting as an NOC for local media in a three-county area in which the Games competition was scheduled to take place, sent a questionnaire in August 1983, with return due in September. Once returned, the LAOOC determined the distribution of its accreditations and sent out the full accreditation forms in November, with a 1 February 1984 return deadline. A second round of questionnaires to local media not previously showing interest was sent in November and returned in February 1984; a limited number of accreditations was granted to media returning these forms in March.

Main Press Center-only accreditations required a short one-page form which was sent out in May 1984 with a return deadline of 15 June. In general, only agencies with private offices in the Main Press Center were authorized for MPC-only accreditations.



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23.05.5 Processing of the journalists at the time of the Games

The Main Press Center accreditation area was set up to move people through a multiple-step process as quickly as possible. According to the plan, a journalist would arrive with his or her Olympic identity card and passport (driver's license for U.S. citizens) in hand, proceed to pay off any remaining accommodations (or other) balances, receive a “paid in full” receipt and proceed to the accreditation counters.

At the counter, the journalist matched his Olympic identity card number against an actual accreditation badge of the same number, checked for correctness in spelling and, if correct, signed both the badge and an accreditation receipt and proceeded to have his picture taken. The photograph was then mounted on the badge, the badge was laminated and the journalist was handed his completed credential, to be worn around the neck, with a chain provided at the counter. A duplicate photograph (produced simultaneously with the original on the badge) was attached to the receipt and kept for record purposes.

7 A journalist matches his Olympic Identity Card number against his accreditation badge to make sure it is the same.

8 A photographer has his photograph taken for his credential.



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9 An aerial view of the Main Press Center adjacent to the Harbor Freeway in downtown Los Angeles.

The 8,396-square-foot accreditation facility included an information desk directly inside the accreditation area in the Main Press Center. The accreditation area had its own entrance and was the only portion of the Main Press Center which could be entered without an accreditation badge (thus keeping non-accredited personnel out of the MPC itself), although access control personnel asked to see an Olympic ID card. Those wishing to enter without Olympic ID cards were immediately sent to the problem-solving staff. An information booth staffed by four persons helped direct media to the proper lines for either housing payment or accreditation. The accommodations and finance groups occupied an area including a private office for two people, a vault and a processing station with five counter stations, each for two persons. Each station was equipped with a terminal connected to the accommodations reservations system. The accreditation badging booths consisted of eight tables, each with a team of persons to check identification, take photographs and laminate badges. Each booth was marked by a series of personal identification numbers matching those on the Olympic identification cards—journalists simply had to find the booth handling their Olympic ID card number in order to receive their badge. Two booths were set up for processing Main Press Center-only accreditation badges, which was a completely manual process, using preprinted badge stock and typewriters for adding name and agency identification to the badges themselves. Offices were additionally set up for the Press

Operations accreditation staff, and a data processing room contained equipment for generating new badges and holding badge stock.

For more than 80 percent of the media accredited—almost 7,000 persons—this procedure worked very well, and most journalists who had filled out their forms properly and on time, and had made the required pre-payments, were processed in 3.5 to ten minutes, including their stop at the accommodations reservations desk. Booths were set up to handle NOC-accredited media (ID cards beginning with 01), host broadcaster (ABC) personnel (ID cards beginning with 02), personnel from the European Broadcasting Union (03) and other electronic media (04). All media holding cards beginning with 01 or 04 were directed to the accommodations counters, while those with cards beginning with 02 or 03 went directly to the accreditation booths since their accommodations were all pre-paid by their broadcast organization. This served to eliminate much of the line at the accommodations counters since the host broadcaster and EBU together accounted for 41.4 percent of all media accredited for the Games. The anticipated peak load of 200 persons per hour was never reached, and after the first three days of accreditation the staff performed at a more efficient rate than could have been anticipated. However, for those who had not completed the formalities, a much longer process was involved.

Noting that there would be difficulties in any processing station for up to 10,000 people, four problem offices were set up to handle individual queries, late substitutions and the like. Each was equipped with a terminal linked to the press dossier system and was enclosed to provide privacy.

Journalists not in possession of an Olympic ID card were handled by problems officers trained to locate missing records, process substitutions or even initiate a new accreditation if warranted. A lounge area was arranged with chairs, television and an Electronic Messaging System (EMS) terminal. Four problem-solvers were available to handle problem cases which were expected at a top rate of eight per hour, averaging 30 minutes each (a maximum capacity of four percent or about 350 cases over the pre-Games period of 14–28 July). The actual rate was far greater. Almost 1,500 individual problems were processed during this two-week period, a rate of almost 17 percent—more than four times the expected capacity.

Most of the problems involved very late applications or substitutions by broadcasters and NOCs and a backlog of applications received from the host broadcaster after 1 June 1984. Many of these late applications were not entered into the press dossier system (and thus not transferred to the accreditation system for printing of badges) until after the move to the Main Press Center, and without pre-printed badges to work with, the accreditation staff had to print credentials individually for the journalists at the time they came in. With 800 new applications from the host broadcaster arriving from 1–13 July, 565 more accreditations were processed during the main accreditation period of 14–28 July: 164 were from NOCs (including specialists) and 331 were from broadcasters (including 200 from the host broadcaster). This very late crush of forms was not expected, and staffing was insufficient to permit timely entry of the forms into the press dossier and accreditation systems. Loaned input staff from the host broadcaster helped ease the problem, but the difficulties were compounded by the sluggish response of the LAOOC's computer systems, apparently overloaded by similar applications in other sectors. Printing of individual badges became a slow, tedious march in frustration, with some applicants having to wait four hours or more to have their badges made. The delays lessened after a massive badge-print was arranged a few days prior to the Games, but those who had been forced to wait did not receive the efficient treatment that the organizers had planned.

The MPC accreditation center was scheduled to remain open from 0800 hours on 14 July through the end of the Games. Although few accreditations were processed after 2200 hours each day, the overnight shift became vital to input newly received forms, count the accreditations processed that day and resolve problems found earlier in the day. After the accreditation flow slowed, hours were cut back to 0800–2200 hours by 1 August.

Group	Quota allowed	Actual attendance
Press		
International agencies	150	250
Local area	300	263
From NOCs	2,850	2,297
Photographers		
International agencies	50	75
From NOCs	350	413
Photo pools	0	60
Technicians	250	346
TV/Newsfilm agencies	100	87
Other (16 press/ 19 photo/ 11 tech)	0	46
Totals	4,050	3,837

Reporting of accreditations processed was haphazard and incomplete. The uncompleted sections of the press dossier program included the management reporting sections; there was no reliable method of knowing how many accreditations had been processed and how many more persons were expected.

Accreditation for all media personnel, both written and electronic, took place at the Main Press Center with the exception of a short period from 4–10 July at the International Broadcast Center. Accreditation for early-arriving broadcast personnel was handled there as a courtesy; only pre-printed badges could be processed as no equipment for making new badges was available. Only 381 persons were badged during this period.

23.05.6 Results of the accreditation process

Exactly 8,700 media received accreditation for the Games, with another 450 persons receiving Main Press Center-only accreditation. Even though this was greater than the expected 8,250 media for the Games, the extra accreditations did not cause a problem because of their distribution pattern. In addition, the procedures and processing of accreditations worked smoothly in the planning and early operational phases and proved satisfactory for more than 80 percent of those covering the Games at the time of accreditation itself. Although the problems experienced were painful, they were limited to a relatively small number of media, and problems, other than waiting for badges to be printed, turned out to be less than two percent.

After the determination of the quotas for accreditation, the LAOOC focused on the control of the number of journalists, photographers and press agency technicians who would attend. It was felt that most of the electronic media would restrict themselves to their pre-arranged commentary areas and their technical staff would, for the most part, not be present in the stadium press areas, but rather in the IBC. With a quota total of 4,050 expected and planned for, the LAOOC—in cooperation with the IOC—was successful in holding down the number of press accreditations.

By category, the LAOOC accredited 2,821 journalists, 567 photographers, 357 technicians and 92 persons from non-rights-holding television firms, whose access was extremely limited.

Even though the number of photographers was greater than anticipated, the photographic shooting positions in the stadiums accommodated their needs. The major achievement was in holding down the number of writers from an expected 3,300 to 2,821.

Accreditation for electronic media soared well beyond the quota of 4,200 to 4,863, including the Official Film. Commentators (generally anyone who needed permanent access to commentary positions) totaled 1,452 against a quota of 800, while technical staff was 2,888 against a quota of 3,400. The LAOOC, in cooperation with the broadcasters, reformed the "ES" credential from a support staff person to a supervisor and handed out 494 such administrator cards. Electronic media also required 29 still photographers to be accredited.

Main Press Center-only accreditations totaled 450, with 402 going to press agencies and 48 to electronic media. The international agencies and photo pools used 63 MPC-only cards, while international press required 99, local media needed two, and United States national press, 188. Television/Newsfilm agencies required 29 MPC-only accreditations and 21 were distributed to various others.

While the overall accreditation operation served its purpose and successfully badged 9,150 persons, several points can be made about the experiences gained:

- Categories of accreditation must be changed from the present format. Current categories do not recognize the place of editors or supervisory staff among press or broadcast media. A distinction no longer exists between national written press and national press agencies: both are accredited by the NOCs; the LAOOC simply eliminated the "EA" badge category for national press agencies and no complaints were heard. Further, the international agencies have no need for a separate category ("EI") badge since their access is no different from that of national press; all written press fully accredited for the Games should have the same accreditation category.

□ The unusual cases regarding NOC press attaches must be solved. These individuals, often full-time staff members of an NOC, service the news media of their country in the Main Press Center and in the press stands while living in the village with the team. In the past, various attempts have been made to combine the athlete's access privileges with those of the media for these liaison officers. In Los Angeles, NOC press attaches living in the village were given additional access codes to let them into press stands, while press attaches living outside the village were given special access codes to permit it. This was barely satisfactory; it is recommended that double accreditation (that is, the issuance of two different badges) of both athlete and journalist be issued upon certification by the NOC of the identity of their national press attache at an Olympic Games.

□ Quota distribution to the NOCs alone is no longer workable. The place of specialized journalists as an integral part of the media covering the Games was underlined by the creation of the 150 specialized accreditations. Such journalists have looked to their International Federations for support, and the pressure brought by the IFs helped to create this category. In the future, each IF with a sport on the program should be given a quota of accreditations to distribute to journalists who specialize in covering their sport. The interest of the NOCs is clearly in providing accreditation to those news media who will reach the widest possible audience—usually daily newspapers and national magazines rather than specialized journals, which generally have smaller circulations.

□ The use of quotas for broadcast media seems to make little sense in view of the negotiated agreements between the organizers and broadcasters for exclusive rights. The organizing committee, in reality, is bound to provide as many accreditations as the broadcaster reasonably needs. Any quota for broadcaster accreditations can only be fixed on a broadcaster-by-broadcaster basis, with reference to the previous Olympic accreditation requirements of broadcasters of that nation at prior Games.

□ The organizing committee as well as the IOC should have small quotas of accreditations to be distributed as they see fit, inside the overall limits of accreditation.

□ Early determination of the quotas was very helpful, and distribution of the accreditation forms as early as one year prior to the Games was very beneficial to the NOCs, which then had six months to prepare the forms and return them to the LAOOC. The official timetable envisioning forms distributed nine months prior to the Games and returned six months prior is not realistic.

□ Accreditation forms should be shorter than that used by the LAOOC. The essential data regarding personal and press agency data, accommodations and transportation requirements seemed meaningful

enough, but many media had little idea about their real interests or plans one year prior to the Games. It may be reasonable to separate the registration function of accreditation and the ordering of services into separate questionnaires, requiring registration prior to the ordering of accommodations, telecommunications or transportation facilities,

□ Handling of the accreditation forms and information was very confusing because so many groups had an interest in the data: Press Operations for identification of the needs of its clients, Accommodations for the reservation of rooms, Accreditation for the data required to print badges, Finance for record-keeping of money and so on. A more cellular group designed to handle the needs of the media, organized under the control of the Press Operations group and with participation by identified members of each of the required support functions, would have helped to resolve difficulties faster than was experienced in Los Angeles. Processing of the accreditation forms and all of the attendant support requirements did not get much attention from the supporting groups until it was almost too late.

□ Processing of the applications and the construction and maintenance of the well-designed press dossier system was poor. Data processing needs of Press Operations competed for attention with those of other departments close to the time of the Games, when all of the preliminary work should have been completed. A stand-alone system for data processing (or at least a stand-alone backup) for all accreditation centers is essential to ensure that the long waits for central processing time do not occur as happened when new accreditation forms were processed at the Main Press Center. The major accreditation problem at the MPC was the long wait for the printing of individual badges—caused by an inability to receive sufficient processing capacity from the central computer system. Despite continuing advances in technology in time-sharing and multiple-user systems, it is strongly recommended that at least a backup system for badge production which is completely self-contained be available at the site of the press accreditation center.

□ Accreditation of the electronic media at the Main Press Center was of negligible value to the LAOOC. The cost savings from not installing data lines and processing equipment at the International Broadcast Center would have been more than offset by the operational flexibility of dealing with broadcasters separately from the press and decreasing the load on the Main Press Center accreditation area.

News Relations and Press Operations

Distribution of press accreditations summary:

Group	Journalists	Photographers	Technicians	Total	NOCs	Journalists	Photographers	Technicians	Total
Intl. Agencies	250	120	144	514	GRN	0	0	0	0
Local Press	229	0	34	263	GUA	1	1	0	2
NOC Press	2,297	413	202	2,912	GUI	0	0	0	0
IF Photo	0	15	0	15	GUY	2	0	0	2
LAOOCPhoto	0	9	11	20	HAI	0	0	0	0
TV/Newsfilm	29	0	58	87	HKG	5	1	0	6
Other	16	10	0	26	HOL	55	4	1	60
Total	2,821	567	449	3,837	HON	0	0	0	0
International agencies	Journalists	Photographers	Technicians	Accreditations	HUN	9	1	2	12
AFP (FRA)	34	7	7	48	INA	1	0	0	1
AP (USA)	92	19	67	178	IND	27	2	0	29
EPU (FIN)	5	11	8	24	IRL	12	1	0	13
Reuters (GBR)	41	0	5	46	IRN	0	0	0	0
Tass (URS)	2	0	0	2	IRQ	4	0	0	4
UPI (USA)	76	38	31	145	ISL	3	0	0	3
Intl. pool	0	18	12	30	ISR	13	2	0	15
Natl. pool	0	27	14	41	ISV	2	0	0	2
Totals	250	120	144	514	ITA	125	12	1	138
NOCs	Journalists	Photographers	Technicians	Total	IVB	0	0	0	0
AFG	0	0	0	0	JAM	2	0	0	2
AHO	0	0	0	0	JOR	2	0	0	2
ALB	0	0	0	0	JPN	137	30	22	189
ALG	2	0	0	2	KEN	5	1	0	6
AND	1	0	0	1	KOR	51	16	1	68
ANG	0	0	0	0	KUW	8	2	0	10
ANT	0	0	0	0	LAO	0	0	0	0
ARG	14	1	1	16	LBA	1	0	0	1
AUS	49	6	5	60	LBR	0	0	0	0
AUT	26	1	3	30	LES	0	0	0	0
BAH	0	0	0	0	LIB	2	0	0	2
BAN	0	0	0	0	LIE	1	1	0	2
BAR	3	0	0	3	LUX	0	1	0	1
BEL	16	1	0	17	MAD	0	0	0	0
BEN	0	0	0	0	MAL	3	0	0	3
BER	3	0	0	3	MAR	6	1	2	9
BHU	1	0	0	1	MAW	1	0	0	1
BIR	0	0	0	0	MEX	34	13	5	52
BIZ	0	0	0	0	MGL	0	0	0	0
BOL	3	0	0	3	MLI	0	0	0	0
BOT	0	0	0	0	MLT	3	0	0	3
BRA	29	6	0	35	MON	1	0	0	1
BRN	1	0	0	1	MOZ	0	0	0	0
BUL	4	0	0	4	MRI	0	0	0	0
CAF	0	0	0	0	MTN	0	0	0	0
CAN	89	15	1	105	NCA	1	0	0	1
CAY	0	0	0	0	NEP	1	0	0	1
CGO	2	0	2	4	NGR	7	0	0	7
CHA	0	0	0	0	NGU	1	0	0	1
CHI	10	0	0	10	NIG	0	0	0	0
CHN	51	9	3	63	NOR	34	8	4	46
CIV	0	0	0	0	NZL	21	6	2	29
CMR	1	0	0	1	OMA	0	0	0	0
COL	11	1	0	12	PAK	5	1	0	6
CRC	1	0	0	1	PAN	4	2	0	6
CUB	4	0	0	4	PAR	2	0	0	2
CYP	3	0	0	3	PER	15	2	0	17
DEN	35	7	3	45	PHI	5	2	0	7
DJI	0	0	0	0	POL	2	0	0	2
DOM	0	0	0	0	POR	9	1	0	10
ECU	1	0	0	1	PRK	0	0	0	0
EGY	17	0	1	18	PUR	11	2	0	13
ESA	1	0	0	1	OAT	8	0	4	12
ESP	54	7	7	68	ROM	8	1	0	9
ETH	0	0	0	0	RWA	0	0	0	0
FIJ	0	0	0	0	SAM	0	0	0	0
FIN	57	12	4	73	SAU	7	1	0	8
FRA	97	20	1	118	SEN	3	0	0	3
FRG	204	38	41	283	SEY	0	0	0	0
GAB	0	0	0	0	SIN	5	0	0	5
GAM	0	0	0	0	SLE	0	0	0	0
GBR	127	37	2	166	SMR	0	0	0	0
GDR	5	1	0	6	SOL	0	0	0	0
GEQ	0	0	0	0	SOM	0	0	0	0
GHA	1	1	0	2	SRI	1	0	0	1
GRE	6	2	1	9	SUD	1	0	0	1
					SUI	42	7	0	49

<i>NOCs</i>	<i>Journalists</i>	<i>Photographers</i>	<i>Technicians</i>	<i>Total</i>
SUR	0	0	0	0
SWE	63	16	11	90
SWZ	0	0	0	0
SYR	0	0	0	0
TAN	1	0	0	1
TCH	3	0	0	3
THA	5	1	0	6
TOG	1	0	0	1
TON	0	0	0	0
TPE	6	2	0	8
TRI	2	0	0	2
TUN	3	1	0	4
TUR	18	4	0	22
UAE	3	0	0	3
UGA	2	0	0	2
URS	2	0	0	2
URU	15	2	1	18
USA	494	99	71	664
VEN	2	0	0	2
VIE	0	0	0	0
VOL	0	0	0	0
YAR	0	0	0	0
YMD	0	0	0	0
YUG	36	1	0	37
ZAI	1	0	0	1
ZAM	1	0	0	1
ZIM	1	0	0	1
Totals	2,297	413	202	2,912

Accreditation processing flow for press/radio/television personnel

<i>Place</i>	<i>Date(s)</i>	<i>Daily totals</i>	<i>Number issued</i>
Intl. Broadcast Center	4-10 July	381	381
Main Press Center	14 July	572	953
	15 July	251	1,204
	16 July	421	1,625
	17 July	247	1,872
	18 July	362	2,234
	19 July	350	2,584
	20 July	381	2,965
	21 July	620	3,585
	22 July	664	4,249
	23 July	1,158	5,407
	24 July	861	6,268
	25 July	846	7,114
	26 July	512	7,626
	27 July	516	8,142
	28 July	229	8,371
	29 July	79	8,450
	30 July	87	8,537
31 July	61	8,598	
Main Press Center	1 August	25	8,623
	2 August	83	8,706
	3 August	34	8,740
	4 August	50	8,790
	5 August	13	8,803
	6 August	26	8,829
	7 August	17	8,846
	8 August	21	8,867
	9 August	5	8,872
	10 August	11	8,883
	11 August	8	8,891
	12 August	2	8,893

Note that the total of 8,893 is 2.17% greater than the accreditation total of 8,700; this is due to made badges to replace lost accreditation cards, improper sub-letter identifications, improper access codes, faulty laminating and the like.

23.06 Press Operations: Housing

23.06.1 Conceptual plan for housing of the press

The LAOOC undertook the task of finding suitable housing for the media in its original responses to the IOC in 1978. With more than 8,000 persons expected, the task was an onerous one, especially in view of the scramble for hotel reservations in the period from 1980–1983.

Knowing that the Main Press Center would be located at the Los Angeles Convention Center in downtown Los Angeles and that the International Broadcast Center would be located in Hollywood, the LAOOC was cognizant of the need for downtown Los Angeles and Hollywood area rooms in its initial hotel acquisition period in 1982.

The overall goal was to house as many written press in the downtown area as possible while placing broadcast personnel in Hollywood. Failing this, it was assumed that broadcast media could be placed in the downtown area while written press could be housed near the Los Angeles International Airport—especially those interested in covering basketball, cycling or any of the venues in Long Beach.

It was emphasized that accommodations for press should be available at a variety of prices, noting that media from different nations had various restrictions imposed by their own affluence, currency exchange rates, government restrictions and the like. For this reason alone, it was necessary to contract for some low-priced student residence housing to accommodate journalists from countries with known problems regarding money. In all cases, journalist necessities such as air-conditioning, laundry, restaurant and bar services, international telephone access, color televisions and areas for work space were evaluated before making any selections.

Once the housing sites were determined, specific hotels could be assigned to the various groups. Broadcast organizations had their housing needs considered after signing exclusive-rights contracts with the LAOOC. The five international agencies received similar preferential treatment among written media, following the protocol suggested in the Olympic Charter. Other written media had an opportunity to reserve housing on a first-come, first-served basis upon return of their accreditation forms, including the required pre-payment. This policy was undertaken in the hope of faster return of the accreditation forms from National Olympic Committees. It was anticipated that more desirable hotels in the downtown Los Angeles area would be primary choice for most journalists and would be assigned first, with those returning forms later placed in the airport area. Once payments were received, journalists were assigned to a specific hotel and were mailed a confirmation of the receipt of their deposit and their assignment. Shortly before the Games, a second confirmation was sent

finalizing the hotel, length of stay, room rate with final payment due at the time of accreditation. Journalists were required to bring these slips with them to Los Angeles for presentation at the Main Press Center accreditation area, where they would then pay off any balances due and receive receipts certifying their full payment, allowing the journalists to receive their accreditation cards.

23.06.2 Determination of the housing units designated for press

While the LAOOC agreed to find and reserve suitable housing for the news media, it had a similar responsibility for members of the International Olympic Committee, National Olympic Committees, International Federations, sponsors, staff and technical personnel. Thus, even after suitable accommodations had been reserved in desirable areas, much discussion remained as to which group would be placed in any particular hotel.

When the LAOOC began acquiring rooms as part of its "official hotel" program in 1982, it was felt that the needs of the press would best be served by moderately-priced units located primarily in the downtown area. Since most media worked on a restricted budget for an event as long as the Games, and in view of the growing strength of the United States dollar against foreign currencies, it was felt that most media would not be able to afford top-scale hotel prices. As part of the agreement with hotels pledging rooms during the Games period, hoteliers reserved 80 percent of their rooms for the LAOOC, and the Organizing Committee agreed to pay for these rooms for a minimum of 17 nights (27 July–12 August) at the hotel's "rack rate" in effect during the first six months of 1984. These "rack rates" are the hotel's published, regular prices for walk-in customers. By tying the hotel to its "rack rates," the LAOOC avoided the possibility of massive "Olympic surcharges" being added to the charges incurred by its guests. Since many local hotels appeared ready to charge double or triple their normal rates for the Games period, the LAOOC agreement with its official hotels provided reasonable protection against overcharging. All hotels in the city of Los Angeles were subject to the city's bed tax.

Finding moderately-priced accommodations in the downtown area proved to be difficult. Eventually, it became clear that a substantial number of journalists would have to be accommodated in the airport area: many of the moderately-priced downtown hotels did not want to deal with the LAOOC (holding out for higher rents from other visitors) and remaining properties were either priced too high or were judged inappropriate.

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The student residences at Occidental College in Eagle Rock provided low-priced accommodations but without the services found in major hotels. Occidental's major advantage was its proximity to the downtown area, with fewer than 30 minutes needed to reach the Main Press Center by bus.

Hotels in the airport area were priced appropriately but were further away from the downtown area and the MPC. Despite their geographic undesirability, there was little choice but to use them, since suitable hotels did not exist any closer to the Main Press Center in sufficient quantity to house the remaining written media expected.

Hotel confirmations began as early as 14 January 1984, after roughly 35 percent of the press accreditation forms had been received. However, efforts continued through May to try to identify additional suitable hotel properties in the downtown area in the hope of transferring some of those already assigned to airport-area accommodations. As properties were identified, reassignments were generally made in line with the order in which forms had been received earlier. Even small numbers of rooms in desirable hotels were taken in efforts to move as many journalists into the downtown area as possible.

Tremendous interest was taken by journalists wishing to know the names of the hotels selected so they could specify a particular place to stay. With the tremendous fluctuation in the roster of hotels to be used for press, the LAOOC did not publish its list of press hotels until February 1984, in the information book "Facilities for Journalists, Volume 1." As stated in the application for accreditation, the LAOOC determined the hotel assignments of journalists applying for LAOOC-reserved housing, thus lessening the need for journalists to know the precise roster of hotels reserved for press use. The information provided from the accreditation form specified the journalist's preferences for cost, location and the reservation of a single or double room, guiding the Press Operations group in making specific assignments as each form was considered in order of receipt.

A small number of media was expected to ask for accommodations in areas close to a particular venue. These requests were handled on an individual basis, and the LAOOC was able to place most of these journalists in reasonably close locations without having to pre-book specific blocks of rooms near individual venues. The LAOOC's agreement with the IOC in March 1983 creating 100 (later expanded to 150) accreditations for journalists covering a single sport, specifically exempted the LAOOC from having to locate housing for these specialized journalists. While this left those journalists to their own devices, it eliminated a time-consuming and inefficient search by the Press Operations group for very small numbers of rooms in a wide variety of locations. The journalists involved were better able to negotiate for one or two rooms near a particular site on their own and almost all did so with little difficulty.

The final distribution of properties showed that a total of 1,627 rooms were reserved by the LAOOC and used by journalists in the downtown (59 percent) and airport areas (41 percent). Another 474 beds out of an available total of 507 (93.5 percent) were occupied at Occidental College. Finally, 24 rooms were reserved for journalists requesting accommodations near particular venue sites: 13 rooms in Long Beach (fencing, volleyball and yachting), seven rooms in Arcadia (equestrian) and two rooms each in Oxnard (canoeing and rowing) and Malibu (water polo). The detailed distribution was as follows:

Press housing roster

Hotels	Rooms	Rate
Downtown area: (965 rooms)		
Ambassador Hotel	10	\$136
Hotel Figueroa	102	102
Holiday Inn/Convention Center	123	89
Holiday Inn/Downtown	126	80
Hyatt Regency	4	170
Los Angeles Hilton	238	124
Mayflower Hotel	230	99
Milner Hotel	72	90
New Otani Hotel&Garden	40	119
Olympian Hotel	20	67
Airport area: (662 rooms)		
Airport Park Hotel	119	118
Cockatoo Inn	40	94
Hacienda Hotel	90	94
Holiday Inn/LAX	138	98
LAX Hilton	22	116
Pacific Hotel	253	131
Total:	1627	

Student residences	Beds	Rate
Occidental College	507	\$ 35 *

* (A single room with two beds cost \$70)

23.06.3 Procedures for the filing of deposits, assignment and confirmation of assignments

The LAOOC assured the availability of rooms for its preferred guests by mid-1982 through its official hotel program, but also had the burden of millions of dollars of hotel liability for all of the rooms reserved through it. In order to alleviate some of that liability prior to the Games as well as to provide a strong incentive for use of rooms reserved, it was determined that a substantial deposit would be required.

Since the best opportunity to gather information about the housing needs of the media would come at the time of accreditation—the only procedure which was mandatory for every person coming to cover the Games—information sufficient to specify preferred cost and location had to be included in the application for accreditation.

The press hotel list had not been finalized at the time of preparation of the form in mid-1983, and since final rates would not be available until the publication of hotel "rack rates" in December, rate classes had to be established to categorize journalist interest in hotel prices and quality. The classes developed included: first class (\$140 per room per night, single or double occupancy); superior class (\$120); moderate (\$85) and student residence (\$35 per bed night, two beds in a room). The prices listed were the maximum rates anticipated in each class.

The LAOOC initially wanted journalists to make a full pre-payment of 17 nights at their preferred rate, liquidating the LAOOC's financial responsibility for all rooms assigned. At the request of the IOC, however, the LAOOC agreed to accept deposits for a seven-night stay, with the remainder payable at the time of arrival in Los Angeles, prior to receiving accreditation. This meant that journalists desiring to stay in first class accommodations had to enclose a deposit of \$980 U.S. with their accreditation application; those

desiring superior class owed \$840; moderate price, \$595; and student residence, \$245 for double occupancy or \$490 for single occupancy. All media were free to make their own arrangements, of course, and had no obligation to the LAOOC if they did so.

Journalists requesting housing assistance were asked to specify the area in which they wished to stay, whether near the Main Press Center, International Broadcast Center or elsewhere, their arrival and departure dates and whether they wished to stay in a room with one or two beds. Those requesting two-bedded rooms were asked for the name of a roommate so that the two applications could be linked during the room assignment process. If no roommate was listed after a request for a double-bedded room, it was assumed that the journalist would pay the full rate for the room, and that the other bed might be used by an accompanying family member, or by the journalist for extra work space. If the journalist wanted the LAOOC to select a roommate for him (ensuring that the journalist would then pay only half of the total room cost), he had that option. If two journalists planned to share the same room, only one was required to pay the room deposit.

Assignments were made after receipt of a properly filled-out accreditation form, accompanied by the appropriate amount of deposit money. Applications sent without money were not processed for housing until funds arrived at the LAOOC, although some exceptional cases were processed if national currency laws or bank strikes had made transactions impossible, and, if the LAOOC had been promptly notified with confirmations from the NOCs or the banks involved.

The assignment strategy focused on the different classes of hotels and the characteristics of the reserved hotels in each class. Although everyone wanted to stay in the downtown area, some properties of more marginal quality were deemed unsuitable for some groups and were accepted for assignment to press only because of their central location. This was important since the principal factor in assignment was the location desired, rather than the price class selected.

If a journalist paying a deposit for the \$140 per room per night class was faced with a decision between a less attractive hotel in the downtown area and a more comfortable property in the airport region, the Press Operations

group suspected that the downtown location would be more acceptable—given a certain standard of quality. These decisions were made on an individual basis, reflecting subjective judgments made to best assist the journalists involved. While the guideline posited above proved to be generally correct, it was not always so. As the forms were received by the Press Operations group, some surprising patterns began to emerge. Although heavy interest in student residence housing had been anticipated from smaller nations and those with weak currencies against the U.S. dollar, relatively few persons selected such housing as their primary choice. The most popular category was the moderately priced hotel, located in downtown and requiring a deposit of \$595. In mid-April, with most of the accreditation forms that the LAOOC would receive in, requests for hotel rooms totalled 1,741. Requests for single rooms numbered 1,060 (61 percent) and for double rooms, 681 (39 percent). The detailed breakdown:

Press accommodations request summary

Category	Single rooms	Double rooms	Total rooms
First Class/\$140	252 (73%)	95 (27%)	347 (20%)
Superior Class/\$120	317 (55%)	262 (45%)	579 (33%)
Moderate Price/\$85	491 (60%)	324 (40%)	815 (47%)
Totals	1,060 (61%)	681 (39%)	1,741 (100%)

Requests for student residence beds numbered 237.

Since the LAOOC's press room inventory never rose above 1,627, some late-applying journalists were assigned to Occidental. Those who found this unacceptable requested refunds and looked independently for their accommodations. This eventually proved possible as the housing market in the Los Angeles area during the Games had more than sufficient capacity to absorb small groups of individuals.

Refund policy rewarded early notification by media who did not want LAOOC-reserved housing. The amount of refund available decreased as the time of the Games neared, with 100 percent of a deposit refundable for notifications to the LAOOC made prior to 1 March 1984. Notification of

withdrawal from LAOOC housing made between 1–31 March permitted a 75 percent refund, and 50 percent was refunded for notifications made between 1–30 April. No refunds were made for withdrawal notifications sent on or after 1 May 1984.

Confirmations were sent beginning in January, 1984. Individual letters were sent initially, until the flood of accreditation forms arrived late in January and the Accommodations Department was prepared to send automated confirmations directly to all media. These confirmations noted the arrival and departure dates, assigned hotel, funds received and the total hotel cost at the rate anticipated. As accreditation forms were processed by the Press Operations housing staff, the Accommodations Department was provided with information necessary to complete the confirmations: name, address, arrival and departure date, location, rate category and deposit amount. The Accommodations group then processed and produced the confirmations, which were checked by Press Operations before mailing. This

procedure continued through most of May, when a second confirmation noting the final assignment, confirmed room rate and actual balance due (as calculated from the arrival and departure dates and the deposit received) was supposed to be sent out.

However, due to massive problems in tracking funds in the press dossier system, the second confirmation was never sent. Since approximately 10 percent of the press were never sent an original confirmation, these journalists had no information about their hotel assignment, balance due or even that the LAOOC had received their money. Further, none of the registered journalists received a final balance due statement prior to their arrival in Los Angeles, although most figured out their approximate balance by subtracting their deposit received from the anticipated total room cost stated on the only confirmation they had. Most of these situations were resolved by hundreds of individual telephone calls and telex messages from journalists to the Press Operations Department. All responses noted assignment, confirmed rate, arrival and departure dates and balance due.

As journalists paid for their accommodations based on the number of nights



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between their arrival and departure dates, many were anxious to change these dates to avoid paying for unused accommodations. These notifications also came over the telephone and by telex and reached dizzying frequency by mid-June. Each change required a recalculation of the balance due, as well as notification by the Press Operations housing staff to the Accommodations Department, which had the direct liaison with the hotels involved. The Press Operations staff did not book, cancel or change dates for any journalists with the hotels directly; all booking information was handled by the Accommodations Department.

Journalists who had requested housing but who had not made the required deposits were in danger of not being accredited and no Olympic identity card was sent. A telex message to all NOCs with delinquent journalists was sent on 22 June 1984 noting the name of the individual concerned, the affiliated press body and the amount due. NOCs were asked to inform the individuals concerned and instruct them to bring full payment for their housing balances to Los Angeles. In the case of payments already sent but not recorded by the LAOOC, those believed delinquent were asked to supply verifying details of their deposits. Some unidentified payments were claimed following these messages and a number of NOCs fully informed those listed as delinquent, leading to proper payment of the full balance due, without incident, after arrival.

10 LAOOC President Peter V. Ueberroth (left) introduces Romania's famous Olympic gymnast, Nadia Comaneci, during a news conference at the Main Press Center.

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With confirmations at the 90 percent level and time running out prior to the Games, the Press Operations group telexed lists of all press bodies accredited in each country to the NOC concerned on 4 July 1984 noting the name of each press body, the hotel which its media had been assigned and the number of rooms reserved. The NOC was then asked to disseminate this information to the press it had accredited, and to call or telex the LAOOC regarding questions. These messages were well received; some journalists finally learned of their hotel assignment via these lists. The NOCs were also instructed to tell all media coming to Los Angeles that balances due for accommodations would be payable upon arrival and prior to accreditation.

23.06.4 Processing for housing upon arrival

With the move to the Main Press Center on 5 July, the Press Operations housing staff found limited communications available since most of the telephones had not been installed and the new telephone numbers were not readily available to those seeking information. This was corrected after contact with the telephone company involved, but placed a substantial hardship on those trying to determine balances due, change dates or confirm room assignments.

At the time of accreditation, journalists came to the accreditation center of the MPC, showed their Olympic identity card and proceeded to the accommodations reservations desk. This area included five counters, each staffed with two clerks, to assist journalists in confirming their rooms and paying their balances. A vault space, counting area and a separate office for the shift supervisors from the Accommodations and Finance Departments were arranged around the front service counter area. Each person who had reserved a room was listed on individual reservation sheets listing their name, country, room assignment, deposit received and balance due.

Once the balance was paid, the journalist was handed a receipt verifying the payment in full and allowing the processing of the Olympic accreditation badge. Problems of lost deposits and disagreements on balances were handled by the shift supervisors, aided by transaction and balance reports from the press dossier system. Unfortunately, the reports used were days or weeks old, and new reports could not be run due to the lack of available central processing time. The shift supervisors did the best they could. Journalists who had no need of LAOOC housing were issued a receipt showing no balance due and continued on through the accreditation process.

Media were advised in the "Facilities for Journalists" series that payment for accommodations costs would be accepted in U.S. dollars only in the form of cash, bank drafts, cashier's or traveler's cheques. However, at the time of the Games, the Finance Department was prepared to take cash in major Western European currencies, bank drafts, cashier's and traveler's checks denominated in major Western European currencies and American Express, Mastercard and Visa credit cards.

Further, media without reservations were able to obtain hotel or student residence accommodations from the LAOOC at the time of accreditation. Although space existed only in some airport area hotels and at Occidental among the properties selected for press, the LAOOC was in the business of selling off its remaining hotel spaces in order to lower its liability for the thousands of rooms it had reserved. Almost all media requiring housing and, choosing to take LAOOC-reserved accommodations, stayed in the airport area or at Occidental, since these sites were tied to the Main Press Center by the press transport system. Media with their own automobiles usually found accommodations elsewhere, since many rooms were available throughout Los Angeles in view of the less-than-expected demand for Olympic-period accommodations.

Absent from most of the interaction with the journalists was the Press Operations housing staff. Though they had set up the assignments and helped process the confirmations, the procedures for actual room assignment and any changes were the responsibility of the Accommodations Department alone. This caused some frustration for the journalists who had been used to dealing with the housing specialists in Press Operations.

Refunds for those who had overpaid were processed after the close of the Games and were made after an audit had been conducted on all press accounts.

23.06.5 Results of the press housing process

As the statistical summaries above demonstrate, 1,651 hotel rooms and 474 student residence beds were utilized for approximately 2,769 journalists during the Games, while another 392 journalists declined to

utilize LAOOC-reserved housing. More than 600 others were ineligible for housing assistance, including local journalists, observers and specialized media. Some important points can be gained from the experiences in Los Angeles:

□ It must be noted that Los Angeles did not have a central press "village" or other specially-built housing for the media. Had such a facility existed, challenges not faced by the LAOOC would have arisen and the difficulties experienced would not have existed for the most part. The essential requirements for press housing include air-conditioning in hot climates, electricity in the room, desk/work space, international telephone access and color television, as well as the availability of extended hours food and beverage services and laundry and lockbox services.

The following observations and recommendations must be evaluated against Los Angeles' use of multiple commercial hotel sites and student residences for the housing of the journalists.

- Hotel selection strategies used by the Press Operations group did not meet the eventual requirements of the press with enough precision. Journalists showed that they desired first-class accommodations close to their central work place and were willing to pay for it, in far greater numbers than had been anticipated. While the media do not expect to pay a premium above those rates charged to others for these accommodations, many are willing to pay the going fare for top-of-the-line housing and the services that accompany it. Of the rooms ordered, 53 percent were for rooms costing \$120 per room per night. While this should not prevent the offer of moderate and low-priced housing required by some media, it must be noted that top-grade housing must be made available to journalists in greater numbers than may have been previously envisioned.
- While almost all media assigned to the airport area found it unsatisfactory, it should be noted that complaints ceased noticeably after the LAOOC's press transportation system proved dependable and efficient. Journalists who had felt that their housing location away from the MPC would result in endless bus travel time found that the trip from their hotel to the MPC usually took one hour or less on shuttle loops that were easy to use and were frequent in the morning and late evening hours—the journalists' heaviest use time. While the performance of the transport system did not eliminate the difficulties of living near the airport, it did relieve the concerns over endless delays in transport between the hotel and MPC. Good transport was not an excuse for the selection of housing removed from the immediate area of the MPC, but proved a necessary and welcome salve.
- From the beginning, media requested that the organizers reserve rooms for them at fixed rates in order to protect against housing shortages and possible price-gouging. While the LAOOC performed these tasks, the Organizing Committee was unfairly faulted for passing on prices which turned out to be higher than some discounted rates at the time of the Games from hoteliers who had overestimated the general demand and failed to fill their rooms during the time of the Games. Journalists must share the blame, and the cost, of having organizers assume multi-million dollar hotel room liabilities well in advance of the Games when competition for hotel reservations are at their peak. Both at Montreal in 1976 and Los Angeles in 1984, hotels were not filled to capacity during the time of the Games, despite dire pre-Games predictions of housing shortages. Journalists must either make their own arrangements, accept the reservation system of the organizer and utilize the accommodations offered or withdraw their reservation in accordance with the published refund procedures and schedule.
- To their credit, almost all of the LAOOC press hotels cooperated fully with the Press Operations housing staff and provided extra services to accommodate the special needs of the journalists, especially regarding late hours for food and bar services, recreational activities and use of the switchboard. The Press Operations housing staff met with each of the press hotels approximately three months prior to the Games to sensitize hotel management to the special requests which they could expect, a practice which proved valuable and should be continued.
- Confirmations should be sent out only once, indicating the confirmed room rates and the balance due. This document should also be brought to the housing payment center at the time of arrival by the journalist. Changes in the arrival and departure dates, to the extent that they affect payment due, should be required in writing, and changes from it should not be allowed less than one month prior to the opening of the journalist housing payment center. A second confirmation reflecting the changes and new balance due should be issued as soon as possible, either by mail or telex.

□ Journalists uniformly appreciated the existence of a specially-assigned housing staff for press, especially since the journalists were not housed together in a central apartment complex or village of their own. Working within the Press Operations group, the staff gave special attention to the particular needs of the press and their individual and national sensitivities. If continued in the future, this group must have the operational responsibility for assignment and control of those rooms which are allocated for press, both in the pre-Games receipt-of-deposit/assignment/confirmation period and during the time of the Games. Financial controls should have been instituted from the start by the department responsible, rather than in the last 60 days, or worse, at the time of the Games. Individual attention to the unique reporting and filing requirements of the worldwide press will result in better working conditions and, very possibly, more complete coverage of the Games. It is recommended that the press housing personnel be engaged as early as deposit monies begin arriving.

23.07 Press Operations: Information Services

23.07.1 Conceptual service plan

The goal of the Information Services division of Press Operations was to provide media with detailed information about the facilities arranged for them prior to the Games, and with background notes, athlete and official quotes and pertinent statistics during the Games. As information services on this scale had not been attempted in prior Games, the undertaking proved to be massive, especially considering the large number of sports and the wide scope of information available for publication.

Information Services was organized to provide data through publications, individual information sheets containing notes, quotes and statistics, electronic inquiry through the Electronic Messaging System (EMS), live interviews at the Main Press Center and video replay services through the Main Press Center's video recording and viewing centers. Although the actual preparations started only about six months prior to the Games, each of these areas was properly planned and supported by the time the Main Press Center opened on 14 July 1984.

23.07.2 Distribution of operational information prior to the Games

Since the News Department of the LAOOC had responsibility for the dissemination of general information about the work of the Organizing Committee, Press Operations had no role in the compilation and writing of news releases, the staging of news conferences and arranging for interviews. This left the Press Operations group free to concentrate on instruction of the journalists about the working conditions they would face during the Games. Many questions regarding accommodations, accreditation and transport were posed in the preparatory period from 1981–1983; although the publication of a brief brochure regarding basic procedures would have been useful, these questions were handled on an individual basis.

The Press Operations group also contributed articles to various publications which reached large numbers of journalists. The magazine of the Association Internationale de la Presse Sportive (AIPS), *"International Sport,"* carried numerous items and articles about media services for the Games, helping to prepare journalists for the procedures ahead. Appearances before meetings of journalists' societies carried out the same function.

As policies became firm in 1983, as much information as was available was included in the instruction book for the press application for accreditation for the Games. This book was separated from the answer sheets so that media would retain it and refer to it for information and policies regarding accreditation, housing, insurance and transportation. These instruction books and the accompanying forms were sent to the NOCs, which distributed them to the media in August 1983.

Great interest in the specifics of press operations, including accreditation access levels, data on the hotels reserved for press, services in the Main Press Center, photographic services, telecommunications regulations, transport schedules, venue seating and sub-center areas, began intensifying approximately one year prior to the Games. The LAOOC's response was to prepare a comprehensive document, giving as much information as possible in a single package. Originally scheduled for publication in October 1983, the draft of "Facilities for Journalists, Volume 1" was not completed until December. It was eventually mailed out in February 1984 and distributed by the NOCs to their journalists immediately following the Olympic Winter Games in Sarajevo. Six thousand (6,000) copies were printed and mailed to the international agencies, National Olympic Committees (for national written press) and rights-holding broadcasting organizations. The 104-page document was well-received and additional copies were sent out to numerous NOCs on request.



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11 Journalists using EMS equipment at the Main Press Center.

12 From left, LAOOC Press Secretary Amy Quinn, LAOOC President Peter V. Ueberroth, IOC President Joan Antonio Samaranch and IOC Director Monique Berlioux answer questions at a news conference at the Main Press Center.



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13 A journalist uses an EMS terminal in the press seating area of the Los Angeles Memorial Coliseum.

14 The LAOOC's Main Press Center technology headquarters.



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Follow-up to the initial "Facilities for Journalists" volume required detailed site maps of the sports venues, showing the location of press seating and working areas in each. It was hoped that precise, detailed information distributed prior to the Games would serve to educate the journalists coming to Los Angeles, making their surroundings familiar more quickly and providing a better idea of what to expect from the host city as well as from the Organizing Committee.

"Facilities for Journalists, Volume 2" was completed in May 1984 and printed in a quantity of 6,000. It was also mailed to international agencies, NOCs and television broadcasters in larger quantities to take care of growing demands which had exhausted the supply of Volume 1. The quantity again proved barely sufficient as copies of Volume 2 became scarce close to the opening of the Main Press Center (14 July), when the "Media Guide for the Games" became available. The contents of Volume 2 served to complement, rather than update, Volume 1. Maps of competition sites, showing press seating and sub-center areas, photographic shooting positions and interview rooms were published. Area maps showing press hotel locations and airport arrival procedures were

illustrated, along with an hour-by-hour (rather than sport-by-sport) Games schedule. The book contained 128 pages.

With these two volumes, the Press Operations group carefully explained the projected conditions and services which would be available for the media in Los Angeles. Although published slightly later than planned, they had a positive impact on the level of understanding brought by most journalists to the Games and better enabled the LAOOC to meet their needs, since media members were at least exposed to the services available.

23.07.3 Distribution of operational information at the Games

The main vehicle for disseminating operating information regarding press services for the Games was the "Media Guide for the Games." Totalling 176 pages, it provided an all-in-one guide for media regarding the location and nature of services available at the Games. The 12,000 Guides were distributed beginning with the opening of the Main Press Center; by the time the MPC closed, only a few hundred of these guides remained.

Designed to answer almost any question about media services, the guide contained information on:

- Accreditation, including accreditation category codes, access privileges for each code and the on-arrival procedures for obtaining Olympic press credentials
- Accommodations, noting payment procedures, geographic distribution of hotels and student residence sites, with maps and United States hotel procedures and protocols
- Transportation, outlining the general nature of the LAOOC's Media Transport System, pick-up points at the Main Press Center and references to the separate brochure containing media transport schedules; information on non-LAOOC transport was also provided
- Main Press Center (MPC), noting the services available and their location, a directory of news media with private offices in the MPC and a Main Press Center telephone directory
- Photographic services, detailing shooting regulations, available camera repair, film processing and transport services, pool photography procedures and venue lighting balances and color temperatures
- International Broadcast Center (IBC), explaining the basic facilities available to rights-holding radio and television broadcasters and the layout of the IBC

- Results and information services, including detailed instructions on the use of the Electronic Messaging System (EMS), results distribution procedures and video viewing availability
- Venue press services, detailing seating regulations and noting the available facilities for seating, sub-centers, interview rooms and photo positions by use of statistical summaries and site maps, similar to those in *“Facilities for Journalists, Volume 2”*
- Information about the 88th Session of the International Olympic Committee, International Federation congresses in Los Angeles, NOC press attaches for the Games, notes about the Olympic Arts Festival, representative pictograms and the full schedule of the Games

This publication was also valuable as the standard reference source for LAOOC staff requiring information regarding available press services.

Additional information regarding press services was generally not needed during the Games, except for situations regarding ticketing and sign-up procedures for the marathon course coverage buses. These matters were handled by separate sheets distributed at the Main Press Center and at the appropriate venues. Bulletins were also posted on EMS.

At the beginning of the Olympic Arts Festival, Press Operations compiled and published an 84-page *“Information for Journalists”* handbook, containing brief outlines of the Festival’s performers and performances as well as information about press services offered during the event. These guides were distributed at the time of OAF accreditation and proved helpful to media in attendance. Total print run was 1,000 copies.

23.07.4 News conferences and interviews arranged for media during the time of the Games

The LAOOC endeavored to provide a constant stream of subjects for the media, especially in the pre-Games period, to best expose the popular athletes and present different facets of the host city as well as the work of the Organizing Committee. Key to these efforts were the news conferences held in the main interview room of the Main Press Center.

Seating for 630 persons was available, with simultaneous interpretation into English, French, German and Spanish. Russian had been scheduled, but was eliminated after the announcement of the USSR boycott and subsequent reduction in the number of journalists attending from the Soviet Union. Interpreters were housed in specially-obtained booths and journalists used portable headsets loaned in exchange for accreditation badges at the beginning of every interview session. Microphones were provided for the speakers, who were on a platform which was raised two feet off the ground and seated up to 12 persons at

any one time. Six floor microphones were available for media to ask questions; microphones were either stationary or hand-carried by LAOOC staff, at the choice of the interviewees. Raised platforms were provided for up to 20 television cameras, levelled at two, three and four feet high. Multiple-output audio patch boxes were available, with 96 outputs available to tape the original speaker’s voice only. Two video projectors, each with nine by 12-foot screens were also installed in the room for viewing video presentations and events of the day on television during periods without scheduled news conferences.

In order to give many of the media an opportunity to learn more about the Games and the preparations, the LAOOC scheduled ten news conferences on various subjects for the week prior to the Games. However, after very modest interest was shown in some of the early conferences, the number was reduced and conferences were eventually held on the Torch Relay (attendance: 30), Look of the Games (20), Health Services (50), Security (60) and Transportation (25). Greater interest was shown for news conferences featuring notable athletes: a delegation from the People’s Republic of China drew 475 people on 24 July at 0930 hours, and Edwin Moses, undefeated in six years in the 400-meter intermediate hurdles, drew 500 people the same afternoon. On 26 July, Nadia Comaneci, now a coach of the Romanian gymnastics team and former gold medalist in Montreal and Moscow, drew 550 people at 0900 hours. The largest crowd came on 1 August, two days before the opening of the athletics competition, when Carl Lewis—favored to duplicate Jesse Owens’ 1936 feat of winning four gold medals in the sprints, long jump and relay—answered questions from 1030–1130 hours for 600 people. Lewis also drew 350 persons on 12 August, after he had won four gold medals. In all, 25 briefings drew 100 persons or more out of the 69 conferences held; 7,525 media attended the briefings for a per-session average of 109.

The main interview room was in operation for 25 days, beginning eight days prior to the Games and ending on 13 August, the day after Closing Ceremonies, with a news conference given by Juan Antonio Samaranch, President of the International Olympic Committee. English was the primary language for 64 of the conferences, with Italian primary in two, and Chinese, Romanian and Spanish each primary in one. The United States Olympic Committee used the main interview room frequently to introduce its athletes to the media and hosted

33 of the 69 conferences given (48 percent). The LAOOC hosted 19 (27.5 percent), the IOC, six (eight percent), other National Olympic Committees, five (seven percent), International Federations, three (four percent) and others, three (four percent). In all, the room was used for 79 hours of news conferences.

Other NOCs used smaller conference rooms to introduce their teams to the news media. The Canadian NOC held 11 news conferences in meeting rooms holding 90 persons, and similar use was made by the NOC of Great Britain. The annual convention of the Association of Track and Field Statisticians (ATFS) was held in the Main Press Center. The press corps following the President of the United States watched the Opening Ceremonies on television from a second floor conference room. Room 212B (capacity: 90) hosted six meetings; 14 meetings and conferences took place in room 211 (capacity: 90); five interview sessions were held in room 205 (capacity: six) and two meetings were held in 30-seat room 201. The Director’s Room of the Los Angeles Convention Center was available to the LAOOC and was used for television interviews and as a pre-conference holding area.

The LAOOC publicized the scheduled meetings and news conferences through all available means: schedules were posted daily on EMS and bulletin boards in the MPC lobby, announced via public address in English and French four times daily and broadcast on both the giant readerboard in the MPC lobby and on the MPC’s closed-circuit television system via a character generator on channel 14. Updates were posted on EMS, the readerboards and on the television menu.

A strong effort was made to fill the schedule in the days prior to the Games, noting media interest in the popular athletes and subjects of the Games and in view of the restrictions on access to the Olympic Villages. Once the Games began, however, the LAOOC did not attempt to set any schedule for briefings since most of the journalists were busy at the sports venues. Where there was interest, the organizers pieced together conferences on particular subjects, or, more often, simply made LAOOC officials or a particular athlete available to the media on a particular day.

23.07.5 Supplement to the entry data: Athlete biographical material for use on EMS

Journalists reporting the Games often required information on particular athletes, their previous performances in major competitions and details of Olympic and world records set by those athletes. No comprehensive data existed about the performances of athletes in Olympic sports, so the LAOOC was left to provide the data itself, if at all,

The existence of the Electronic Messaging System (EMS) provided an opportunity for journalists to gain

access to this data directly, requiring a simple, easy-to-understand format which could be used by media from all over the world with minimal problems of language or computer literacy. Although compilations were begun as early as two years prior to the Games, the work accelerated quickly after the hiring of a chief researcher in December 1983, barely eight months prior to the Games.

The documentation effort focused on the career achievements of athletes in major world and regional championships, records set, progressive histories of best marks in particular events and summaries of past championship competitions. Some data was extremely difficult to come by, since certain sports kept very poor records of their past championship events, while others were well-documented, such as athletics, basketball, gymnastics and swimming. In each case, data gathered usually included the complete results of world and world junior championships from 1972–1983, and for athletics, swimming and weightlifting, complete world record lists and 1983 and all-time best mark lists.

The documentation effort divided the sports into four categories. The best information was available for sports in which rankings were based on time, distance or weight measurements—athletics, swimming and weightlifting. The compilations focused on:

- Progressive Olympic and world record lists
- All-time lists of best marks in each event and 1983 and 1984 yearly best marks lists
- Results of Olympic Games, 1896–1980, including the top eight places
- Results of world championships and/or world cups, 1972–1983, including the top eight places
- Results of regional championships (African Games, Asian Games, European championships and cups and Pan-American Games), including the top three placers
- Results of world junior championships, including the top three placers
- Construction of career records of competitors who had placed in one or more of the above categories

Compilations included yearly progression in each event, placing in all major championship events listed and records set.

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The second group of sports had both individual and team rankings, including canoeing, cycling, equestrian sports, fencing, gymnastics, modern pentathlon, rowing and yachting. Olympic Games and world and area championship results were compiled, along with the career records of individual competitors. Career records of team placings were compiled as for individuals, but under the name of the country involved. Thus, the name "Romania" in gymnastics listed team performances of the Romanian squad in past Games and world and European championships.

The third category was for sports with only individual rankings: archery, boxing, judo, shooting, swimming (diving and synchronized only), tennis and wrestling. The documentation included Olympic, world and area championship results and career records of competitors who had placed in one or more of the championships listed.

Team competitions formed the final category, comprising baseball, football, handball, hockey, swimming (water polo) and volleyball. Along with Olympic, world and area championship summaries, and team career records, Olympic records were compiled in the various sports in both individual and team categories. These proved very useful during the latter stages of team competitions as records were eclipsed.

In all, 2,400 biographies, including individual and team performers, were compiled. The depth of information made available in most sports depended solely on the availability of information regarding the various championship events. Not surprisingly, the most complete compilations were in those sports in which both the International Federations and the specialized media are eager to record the detailed results of their major competitions. Biographies of individual competitors in athletics totaled 475, while 499 swimmers were profiled (along with 115 divers). The next highest total was 171 for rowing, followed by 155 gymnasts (40 rhythmic), 144 weightlifters and 133 canoers and kayakers. The data was manually compiled on worksheets following the format of the EMS screens which would be used for presenting the data. The data-gathering period continued through May, and the compilations were not completed until mid-July. Input began in April and continued through the time of the Games as additional information, new biographies and updated material were added.

Personal data on the athletes, including height, weight, birthdate, sport and events, was taken from the sport registration forms. As a function of the

LAOOC's results system, this athlete "summary" also noted in which events the particular athlete was entered and gave his or her complete Games results to that point. Where athlete biographical data was also available, an EMS action key linked the two information screens together, placing the current Games data with the biographical information about past performances. Both biographical and registration data existed for approximately 1,400 athletes, a figure lowered considerably because of the boycott by Eastern European NOCs which eliminated athletes who had registered previous success in international championship events.

Although the primary interest of the media was in athlete biographies, additional information served to make the system useful for a wide variety of support personnel as well. Information was included on the background of the Games and of the preparations of the LAOOC, Games schedules for media events, sports events, and both athlete and media transport, information about the International Olympic Committee and the 88th Session of the IOC, the International Federations, Olympic participation and growth and a profile of Los Angeles-area weather.

In all, the athlete information database totalled slightly less than 75 million bytes. This information was requested more than 120,000 times on EMS, proving to be a popular feature. The "Olympic information" section was 25 million bytes in storage and was called up 150,000 times.

23.07.6 Supplement to results: Notes and quotes from the Main Press Center, venues and villages

In an effort to supplement the statistical results of the events as well as to offer to the journalists some of the colorful background information about the Games, a small-scale news service was devised to publish interesting notes and gather brief quotes from participating athletes, coaches and officials. Information was forwarded from each venue or village to the Main Press Center, where it was copied and distributed within the Main Press Center and entered on EMS, so that journalists at other venues could share the data. Additional information not covered from the venues would be developed from the Main Press Center.

In the two weeks prior to the Games, most of the information sheets were developed by the editorial services group in the Main Press Center and detailed arriving teams, summaries of news conferences held and registration totals. Data from each of the villages was also distributed on a daily basis. Village reports were originally typed at the village press sub-centers and sent by telecopier to the editorial services office, where it was copied for general distribution in the MPC and re-keyed into EMS, where it was available to anyone who had interest.



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15 An aerial view of the Main Press Center.

16 A news agency uses all its allotted space in the Main Press Center.

17 Sonotubes decorate the outside of the MPC.

Once the Games began, notes and quotes material poured into the editorial services office at the MPC; venue reporters were producing an average of more than 75 pages per day. The heavy load overwhelmed the capacity of the keypunchers who were entering the data into EMS and slowed the appearance of the material on the EMS. Delays were also experienced in the transmission of the notes and quotes material from the venues themselves. Nevertheless, journalists received an enormous amount of supplementary information about the competitions and general data about the Games. The page count totaled 1,518 in all:

Notes and quotes produced during the Games

Archery	19
Athletics	137
Baseball	26
Basketball	88
Boxing	70
Canoeing	14
Cycling	12
Equestrian	50
Fencing	105
Football	126
Gymnastics	36
Handball	68
Hockey	53
Judo	27
Modern Pentathlon	7
Rowing	36
Shooting	9
Swimming	56
Tennis	8
Volleyball	62
Water Polo	135
Weightlifting	37
Wrestling	27
Yachting	26
UCLA Village	67
UCSB Village	25
USC Village	50
Main Press Center	142
Total	1,518

This page total was considerably in excess of the pre-Games projection of 876, but the additional output did not

appear to hamper production schedules or cause load problems in Main Press Center photocopying and distribution schedules.

23.07.7 Video viewing

The LAOOC arranged to have all of the closed-circuit television signals from the host broadcaster available at the Main Press Center to accommodate media who wished to cover multiple venues at the same time. Since television monitors at the venues were not linked to show video from other venues, journalists at a particular venue could not watch action from any other, thus missing any opportunity to view important events not present before them.

In order to assist such journalists, and make available the Games competition sessions in an easily-retrievable format, a video taping and viewing program was arranged at the Main Press Center. In concept, a journalist could return from a venue and ask to see any of the competitions in the Games which had already taken place and be able to immediately replay any event, with the ability to watch replays in slow motion or stop action.

The video viewing program allowed exactly that capability and was a popular feature on the first floor of the Main Press Center. The video viewing room had 40 video cassette players and 40 television monitors (13-inch) for viewing, with clerks available to assist with machine operations and use of the tape library. Heavy use was made of the video viewing room after controversial incidents such as the fall by Mary Decker (USA) during the 3,000-meter final on 10 August. The detailed usage summary:

Video viewing use summary

<u>Date</u>	<u>Viewer total</u>	<u>U. S. viewers</u>	<u>Int'l viewers</u>
29 July	19	11	8
30 July	36	17	19
31 July	27	13	14
1 Aug	45	26	19
2 Aug	44	22	22
3 Aug	37	16	21
4 Aug	45	24	21
5 Aug	56	28	28
6 Aug	65	33	32
7 Aug	56	25	31
8 Aug	51	26	25
9 Aug	64	22	42
10 Aug	93	37	56
11 Aug	108	50	58
12 Aug	71	34	37
Totals	817	384	433



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18 A video viewing room for journalists at the Main Press Center.

Tape recording was done in a separate room upstairs in the Main Press Center, where all of the signals produced by the host broadcaster, ABC, were fed. Sixteen stations were set up to tape each of the 15 signals provided as well as ABC's domestic television coverage of the Games. Four copies of each tape were made for distribution to the video viewing tape library on the MPC's first floor and to the three villages. Since multi-channel feed was costly to bring in from the International Broadcast Center, it was economical to produce multiple tapes from a central facility—the Main Press Center—which had already contracted for transmission of the world signals to it.

Each tape was logged carefully using the digital tape counter in each machine. These indexes were copied and placed with each tape so that users could quickly move to the portion that they wished to see. Almost 2,000 tapes were used for recording the competitions. All programs were complete, with the exception of archery, preliminary football at Annapolis and Harvard, portions of the modern pentathlon, shooting and yachting, which were covered by summary rather than live.

23.07.8 Analysis of the Information Services sector

For the Press Operations group, the Information Services sector represented an opportunity to bring more information than ever before to the journalists who could, in turn, write more complete reports about the Games. In the main, this effort succeeded. Clearly, journalists received more information other than results, than ever before, through the vehicle of notes and quotes. They had access to a data base of larger proportions than could have been expected in the athlete biographical sections of EMS, not to mention the wide background data that was available in the additional information portions of EMS.

Video tapes of events already conducted during the Games were readily available for the first time for media, and journalists found this feature useful in cases of controversy. News conferences had a substantial impact in the days prior to the Games by providing story opportunities and live appearances by athletes who would be difficult to reach otherwise in the Olympic villages.

Certain lessons should be learned by the experiences in information provision, both in the pre-Games planning period and during actual operations:

- The planning of Information Services should have started far earlier than it did. The hiring of a full-time manager for this project should have taken place 18 months prior to the Games, rather than six. Deputy management became necessary later for the MPC interview room operations, video viewing and editorial services.
- General information for the media regarding accreditation, housing and transportation procedures should have been distributed in brochure form two years prior to the Games to all National Olympic Committees, which could then have distributed it to journalists in their countries. This would have familiarized those interested in the procedural aspects of accreditation and housing especially, which were areas of major concern in Los Angeles.
- The concept of detailed press service information, including site maps, proved worthwhile in the "Facilities for Journalists" series. Many journalists found their work easier in Los Angeles because they had a general idea of the conditions to be expected. Better timing for distribution would have been one year prior to the Games for Volume 1, and six months prior to the Games for Volume 2.

- "The Media Guide for the Games" was also successful. It has been difficult to determine whether the information contained was ever used, but a competent guide for news media certainly helped avid readers, as well as the staff working at the time of the event. It would have helped to have delivery of the guide approximately two weeks prior to the opening of the Main Press Center rather than at the time of opening itself.
- In the planning of news conferences, special care must be taken to urge the NOCs to bring their top athletes into news briefings with the media. Contacts by the LAOOC began in 1981 for this purpose and proved to be very beneficial as many of the athlete news conferences were very well attended. The Press Operations staff was surprised by the lack of interest in the activities of the Organizing Committee, such as design, health services and transportation. The time in organizing these events might have been better spent in recruiting additional athletes to come to the MPC interview rooms.
- The availability of a one-on-one interview room for the Organizing Committee president or other top Olympic dignitaries is worthwhile. Refreshments should be available and lighting for television might be considered.
- Athlete biographical data was well received as presented on EMS. However, the researching effort should have started fully two years prior to the Games rather than eight months if the project were to have been completed. The most difficult task is the gathering of data; the compilations and editing took much less time once the data was in order.
- The general information section of EMS was well used and appreciated but journalists also asked about general information brochures about the organizers and the general non-press preparations in Los Angeles which they could take with them. This information could have been contained in an additional section of the facilities guide for news media or in an updated version of a general information brochure published previously by the organizers.
- The program of notes and quotes was very well received by the media, but further training should have taken place between the Information Services group and the venue reporters and statisticians. For many of the venue reporters, the importance of the transmission of notes and quotes material to the MPC was lost in comparison to the immediate distribution of the material at the venue site. This transmission responsibility should either be entrusted to another person or additional instruction must be given to the venue reporters.
- Video viewing was very much appreciated by the media and proved to be a workable concept which should be continued.

23.08 Press Operations: Main Press Center

23.08.1 Conceptual plan for central press services

Use of a central center for press services is a requirement for multi-sport events such as the Olympic Games. Because support facilities for media cannot be efficiently duplicated at all sites, it makes sense to place major emphasis on a single, central location. A wide variety of services can be provided there, with smaller-scale facilities tailored to the immediate filing needs of the media placed at the surrounding sites in sub-centers.

This was the basic plan for the LAOOC, which recognized the necessity of a Main Press Center (MPC) early in its bid process for the Games. Development of the MPC concept characterized it as a small city for journalists, photographers and technical personnel, where all of their professional as well as many of their personal needs could be met.

Clearly, facilities for composing and transmitting stories were important as were photographic equipment and film processing support. Private working areas for major agencies were necessary and expected as was a complete information service, including electronic inquiry, interview rooms, results on paper and television monitors showing the various events. The latter were necessary so that media could cover more than one event at a time.

On the personal side, additional conveniences were welcome, since less time could be expended on them, leaving more time for actual coverage. Banking facilities, customs and courier services, food facilities, information booths, photocopying and travel services were only some of the suggested service possibilities. The actual services were determined only after examination of the space available and the cost implications of providing such services.

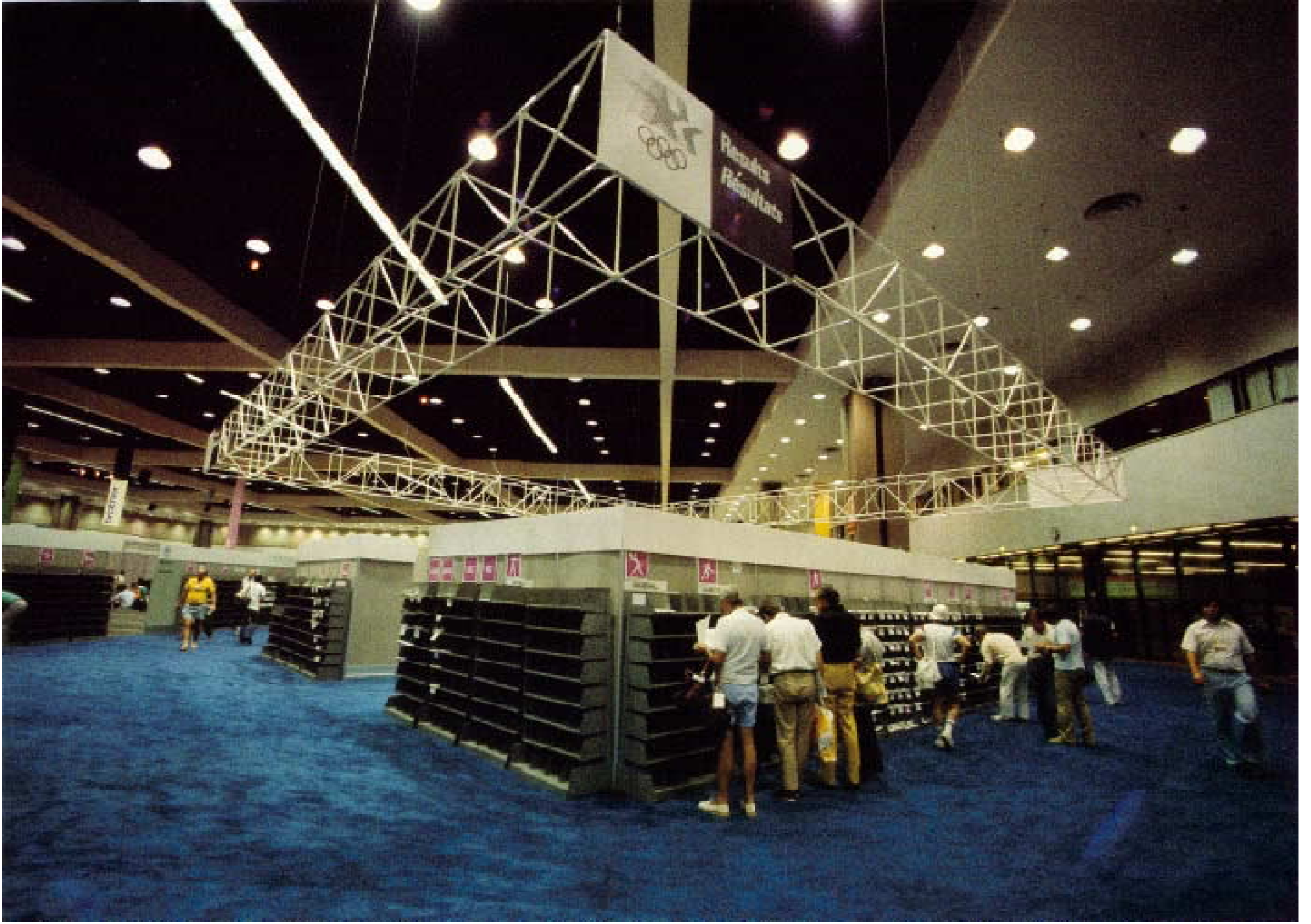
23.08.2 Site selection and relations

The obvious choice for the MPC site was in the downtown Los Angeles area. Venue sites for athletics, boxing and swimming, as well as one of the two major villages were located there, as were major hotels and freeways. In addition, facilities used to handling major temporary installations for conventions and trade shows were readily available. The central location of the Los Angeles Convention Center (LACC), with almost 334,000 square feet (31,030 square meters) of usable exhibit space, between the Coliseum/Sports Arena/USC sites and the downtown hotel areas, made it a natural choice.

The strength of the Convention Center was its experience in handling conventions, exhibits, meetings and trade shows on a regular basis. The facility, opened in 1971, needed no permanent modifications for Games use and had often been asked to provide for massive electrical requirements, temporary partitioning and extensive plumbing. The LACC and LAOOC announced the conclusion of a license agreement for use of the facility on 11 August 1981. The agreement included use of the main building, which included Yorty Hall (210,685 sq. ft./19,580 sq.m, capacity: 23,000) Petree Hall (23,852 sq. ft./2,216 sq. m) and 20 meeting rooms totaling 38,551 sq. ft./3,582 sq. m, plus an extensive lobby area with food services available through a pub, restaurant and five snack bars. The new North Hall was also part of the license, and the 105,300 sq. ft./9,786 sq. m building, while not used by Press Operations, proved to be very convenient for the press transportation and Awards Ceremonies groups. The LAOOC's term of occupancy was from 5 July to 18 August 1984.

Additional facilities included in the lease were 3,600 parking spaces, 2,700 of which were under and around the main building, with an additional 900 spaces across the street in a separate parking structure also controlled by the LACC. The city reserved the right to provide all utilities within the LACC, including compressed air, electricity, gas and water, as well as all cleaning services, since these activities were a revenue-generating source. Similarly, the agreement included provisions for food service, requiring normal concession service from 0800 to 1800 hours each day from 5-14 July and 13-18 August and services from 0800 to 0200 hours each day from 15 July-12 August. It was expected that the LAOOC would either contract for or provide all other equipment and services required for its tenancy.

A license addendum was negotiated in early 1984, but finally signed on 29 June, only six days before the LAOOC began its term of occupancy. Included was rental of an additional 7,712 sq. ft./716 sq. m of warehouse space for use in photocopying results and a modification of the parking license, allowing the sale of parking permits to media.



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- 19 Journalists use the Main Press Center information station.
- 20 A photo technician sets up a darkroom.
- 21 Journalists work on Electronic Messaging System terminals inside the MPC.
- 22 Journalists composing reports in one of the MPC's work areas.

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Relations with the LACC were excellent. The LAOOC dealt primarily with three people: the general manager, an account supervisor and the building superintendant. The LACC, through the building superintendant, arranged for all electrical fixtures and power (120 - and 220-volt), plumbing, public address facilities and some furniture, including six and eight-foot long folding tables and padded side chairs. The LAOOC took exclusive occupancy on 5 July, opened the MPC for business on 14 July and closed on 14 August. Clean-up and move-out was completed by 17 August, a day ahead of the LAOOC's occupancy termination date.

23.08.3 Administrative requirements and operations

Planning of the Main Press Center began in mid-1981, shortly after the signing of the license agreement. Planning focused primarily on the main floor of Yorty Hall and the partitioning of common areas and provision of space for major press agencies and sponsor services, such as camera repair and film processing. As the main floor plan was completed in concept in March 1983, attention turned to the administrative requirements of the LAOOC.

Since the Convention Center retained its existing office area during the LAOOC's license term, no relocation of its staff was necessary. The obvious requirement for the LAOOC was staff space for the Press Operations directorate, Information Services group and News Department. Further refinement showed that the MPC would become a hub for several other departments, to take advantage of the availability of information there as well as the central location. Language Services, Publications, including both the "Olympic Record" and "Villager," and Television Operations all had their primary operating bases at the MPC. Support functions for all MPC groups included first aid, security and technology, all of which required dedicated spaces.

Because the first floor was filled with media service areas, all of the administrative offices were on the second floor. The prime series of four large (1,080-1, 188 sq. ft. each) offices overlooking the main floor were assigned to the main functional areas of the MPC: News, Press Operations (two) and Television Operations and were subdivided by drape partitions into smaller working spaces. Internal offices were assigned to the Technology Department (including message center, telephone switchboards, and telephone company

representatives), Publications ("Olympic Record" and "Villager"), Security and Language Services (interpretation and translation; altogether, 1.5 offices). First Aid was assigned to a first floor area which was specifically designed for this function during trade shows.

These administrative offices were the first to be installed upon arrival of the LAOOC on 5 July, although ideally, these offices should have already been operational on that date. Although mostly ready by 8 July, last-minute contact with the Press Operations group became impossible because of move-out of the group from the LAOOC's administrative headquarters and incomplete move-in at the MPC. Intra-venue contact was maintained by portable radios, which proved to be the best method for immediate communications within the building. Telephones were also liberally placed and were usually call-restricted to either the MPC itself or to the Olympic sites and the Southern California area. A few telephones retained their national or international access.

23.08.4 Agency requirements and operations

The major press agencies required individual working areas in order to properly coordinate the coverage efforts of their staffs and the preparation and transmission of reports to their points of distribution. With agency staffs running as large as 200 and as small as four persons, a flexible plan was devised to meet their needs.

Requests for private working space were received beginning in 1981. In response, each agency requesting space was asked to quantify its space needs and provide data on the number of accreditations that agency felt it would receive from its NOC. Early determination of agency needs for a wide variety of services including accommodations, darkrooms, medical insurance, local staff, parking, telecommunications (EMS, pagers, radio, telecopiers and telex), television and vehicle rentals was planned through an agency facilities questionnaire, similar in style to the journalist accreditation form for the Games. Scheduled to be sent in March 1983, with a return date in August, a delay in finalizing prices caused distribution of the questionnaire to be delayed until

August, slightly ahead of the accreditation form. With the return of the agency facilities questionnaire not required until 1 February 1984 (same as the journalist accreditation form), it functioned merely as a bulk order form for services offered by the Organizing Committee and caused substantial confusion with the journalist accreditation form, which also requested information (and payment) for accommodations, insurance and parking.

By June 1983, agency requests filled available office space and assignments began. Design characteristics of the office spaces required a flat, non-static floor, with good access to electricity and plumbing (for those requiring darkrooms) and sufficient security to keep others out. Offices were designed in modules of 384 sq. ft./35.7 sq. m, measuring 16 feet wide and 24 feet deep. Spaces were made available in sizes as small as a half module (12x16/192 sq. ft.), while the largest were thousands of square feet.

It was determined early that agencies desiring private office spaces should be treated at least as well as individual journalists coming to the Games without the requirement of special facilities. Since MPC work space, chairs, electricity up to 500 watts per outlet, tables and typewriters were made available to individual journalists without charge, the same was true for agency offices. No charge was made for floor space, chairs (up to one per 50 sq. ft.), tables (up to one per 200 sq. ft.), typewriters, and electrical outlets contained in the office space utilizing 120-volt ac with a 500-watt load capacity. Offices were equipped with ashtrays and wastebaskets as well. Agencies had to pay for any other equipment and furniture which was brought into their space. This included the hardwall partitioning which surrounded the offices, office doors, and special electrical, furniture and plumbing needs.

Provision of the electrical and plumbing services was turned over to the Convention Center, which already offered these services as a part of its normal trade show assistance program. Construction and furniture requirements were submitted to Greyhound Exposition Services (GES), already a leading show decorator in the Convention Center and contracted by the LAOOC to provide these services to the LAOOC and private office holders in the MPC at negotiated rates. An agency furnishings questionnaire, covering major items such as partitioning and doors, additional furniture and electrical and plumbing needs was sent out in December 1983, with a return date of 15 March 1984. Upon receipt, the forms were checked for

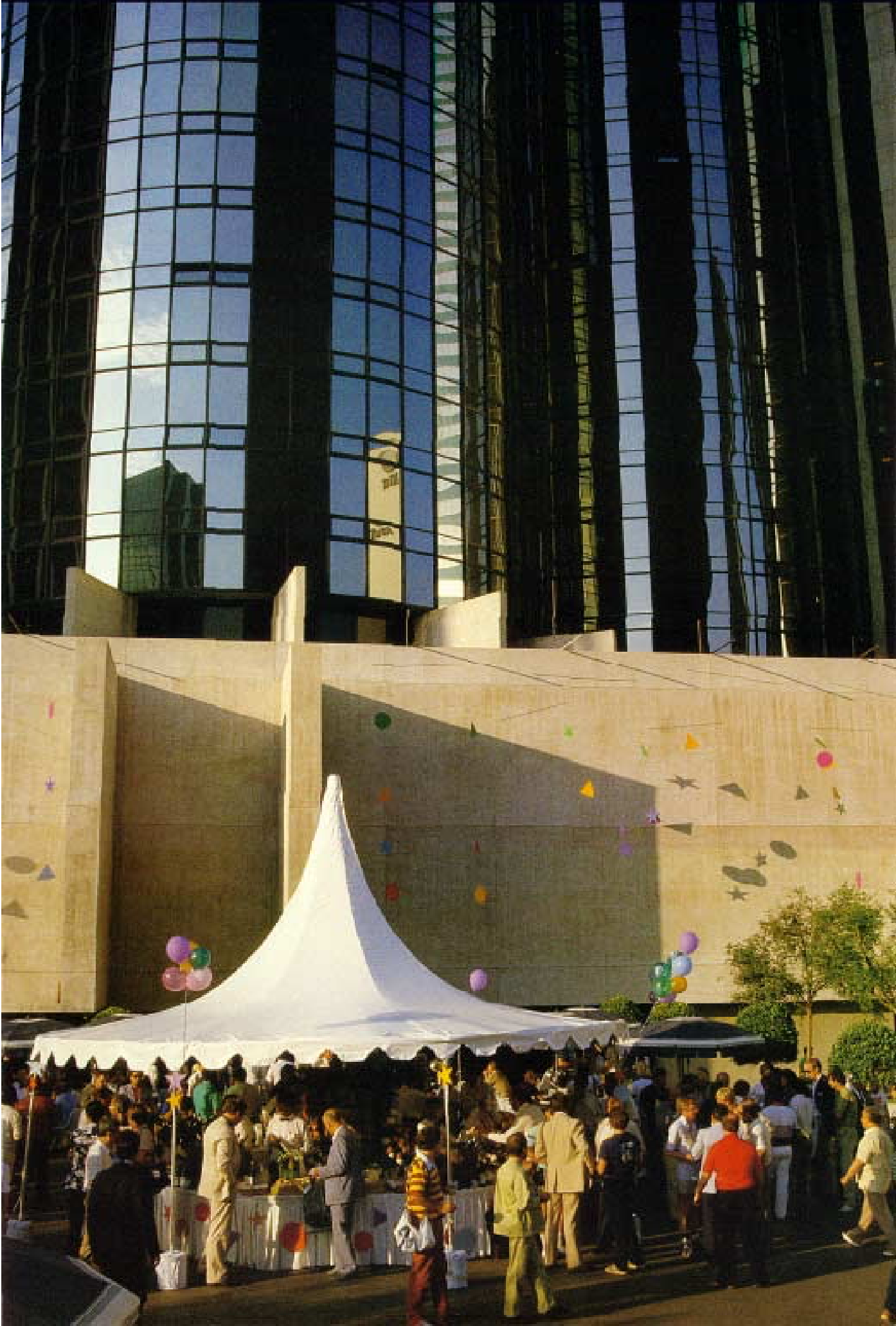
completeness, balanced for orders against payments and forwarded to either the LACC or GES, depending upon the items ordered. Agency representatives were invited to meet with the LAOOC Press Operations group whenever they were in Los Angeles. These meetings proved to be valuable and answered many questions, especially among those agencies with darkrooms.

Agencies continued to change their office requirements even up to July 1984, despite a late-order (post 1 June) surcharge of 50 percent on all furnishing orders and 25 percent on all electrical and plumbing orders. Some agencies dropped out for various reasons and others filed late requests for private space. All agency requests for private space except one were accommodated, which finally included 71 agencies from 21 countries.

Agencies constructing private darkrooms in the MPC

Asahi Shimbun	JPN
Associated Press/Photo	USA
Axel Springer Verlag	FRG
Chicago Tribune Group	USA
Chunichi Shimbun	JPN
Dagens Nyheter-Expressen-Pressens Bild	SWE
Deutsche Presse-Agentur/Photo	FRG
European Pressphoto Union	FIN
Gannett Newspapers/USA Today	USA
International Olympic Photo Pool	USA
Jiji Press	JPN
Knight-Ridder Newspapers	USA
Kyodo News Service	JPN
Mainichi Newspapers	JPN
New York Times	USA
News Corporation Ltd.	AUS
Nordic Photo Team	SWE
Politikens Pressefoto	DEN
United Press International	USA
Yomiuri Shimbun	JPN
Yonhap News Agency	KOR

Agency partitioning construction was begun on 5 July and was completed in time for furniture to be delivered on 9 July. Darkroom installation was slower, but was completed in time for the needs of the agencies.



23 Journalists enjoy the LAOC Press Operations Department party at the Bonaventure Hotel.

News Relations and Press Operations

MPC agency office assignments and space allocation

Agency	Nation	Area (sq. ft.)
ABC Sports	USA	192
Agence France Presse	FRA	5,760
Agenzia Giornalistica CONI	ITA	192
Agenzia Nazionale Stampa Associata	ITA	384
Algemeen Nederlands Persbureau	HOL	384
Allgemeiner Deutscher Nachrichtendienst	GDR	1,152
All-Sport Photographic	GBR	192
Asahi Shimbun	JPN	384
Associated Press/News	USA	4,032
Associated Press/Photo and International Olympic Photo Pool	USA	12,352
Austria Presse-Agentur	AUT	384
Axel Springer Verlag	FRG	768
Burda Publications	FRG	576
Cappy Productions	USA	288
CBS News	USA	576
Chicago Sun-Times	USA	384
Chicago Tribune Group	USA	768
Chunichi Shimbun	JPN	384
City News Service	USA	288
Copley Newspapers	USA	768
Cox Newspapers	USA	384
Dagens Nyheter-Expressen-Pressens Bild	SWE	1,152
Dallas Morning News	USA	384
Deutsche Press-Agentur/News	FRG	1,920
Deutsche Press-Agentur/Photo	FRG	364
Duomo	USA	192
EFE News Service	ESP	768
European Pressphoto Union	FIN	1,536
Frankfurter Allgemeine Zeitung	FRG	384
Gannett Newspapers/USA Today	USA	768
Gemeenschappelijke Pers Dienst	HOL	384
Group W Broadcasting	USA	384
Hearst Features Syndicate	USA	384
Herald & Weekly Times	AUS	384
International News Pool	USA/GBR	768
Jiji Press	JPN	384
Knight-Ridder Newspapers	USA	2,304
Kyodo News Service	JPN	1,920
L'Equipe	FRA	576
La Gazzetta dello Sport	ITA	384
Lehtikuva/Helsingin Sanomat	FIN	576
Magyar Tvirati Iroda	HUN	1,152
Mainichi Newspapers	JPN	768
National Olympic Photo Pool	USA	768
National Public Radio	USA	384
NBC News	USA	576
News Corporation Ltd.	AUS	384
Newsweek	USA	192
New York Times	USA	384
Nordic Photo Team	SWE	1,344
Organization Editorial Mexico	MEX	384
Politikens Pressefoto	DEN	576
Prensa Latina	CUB	384
Pro-Sport Verlag	FRG	384
Radio Free Europe	USA	384
Reuters	GBR	3,072
Scripps-Howard News Service	USA	192
South East Press	HOL	192
Sports Informations-Dienst	FRG	2,304
Sports Radio Network	USA	192
Tages-Anzieger	SUI	192
Tidningarnas Telegrambyra	SWE	1,152
Tass	URS	768
Time	USA	768
United Press International	USA	6,144
United States Information Agency	USA	384
Voice of America	USA	384
Washington Post	USA	768
Xinhua News Agency	CHN	1,152
Yedioth Ahronoth	ISR	384
Yomiuri Shimbun	JPN	768
Yonhap News Agency	KOR	576

Each of these darkrooms was constructed to the specifications of the agencies, since the LAOOC offered no generalized design in view of the varying requirements of the users. Dark-room construction required the building of small lightproof rooms for developing film and printing negatives, with water and drain lines installed for custom-built sinks. Some agencies working with color photography also ordered hot-water heaters. Most of the agency offices were not occupied until the week prior to the Games, although agencies with darkrooms usually had a representative present from 14 July on.

GES and the LACC handled last-minute orders at a special desk in an office located on the main floor of Yorty Hall, which was open through 27 July. GES also coordinated the movement of freight in and out of the MPC through its contracts with the local unions. The volume of freight handled by GES (move-in and move-out) exceeded expectations considerably, but posed no problems with an ending volume of approximately 750,000 pounds. Since almost all agencies ended their operations on 12 August, the same day as Closing Ceremonies, tear-out of agency offices began immediately on 13 August. By 15 August, all offices were closed and the floor was returned to pre-LAOOC occupancy condition by 17 August.

Eight agencies took advantage of an LAOOC offer to find local staff to assist them during the Games. Recruited from local colleges, most of these staffers functioned as clerks, drivers and messengers. Agencies paid rates not lower than the United States minimum wage, but usually \$5-7 U.S. per hour. In all, 36 persons were hired: 21 by two of the international agencies (15 by one). Seventy-six others were hired by the European Broadcasting Union to work as drivers at the International Broadcast Center for a local staff recruitment total of 112.

Other groups requiring office space included the IOC Press Commission and IOC Press Office, press offices of several National Olympic Committees and an office for the Association Internationale de la Presse Sportive (AIPS). These were accommodated on the second floor, close to the LAOOC's own MPC administrative offices. The IOC Press Commission/Press Office room was arranged in a 1,176 sq. ft. space and equipped with an EMS terminal and printer and closed-circuit television set. An adjoining space for the press officers of eight NOCs was arranged in a similar-size room with each space equipped with typewriters and Olympic-venue and village-only telephones. Non-exclusive EMS terminals and printers were installed in a common area. The AIPS was also housed in a 1,176 sq. ft. room, which it divided in half. The press office of the

United States Olympic Committee was arranged in a 448 sq. ft. lounge area on the second floor and furniture and other requirements were installed by the USOC. All of the groups concerned found these arrangements to be satisfactory.

23.08.5 Common area requirements and operations

The goal of the MPC was to provide everything a journalist would need to cover the Games without ever having to leave. Access to the competitions, information and results, telecommunications and writing areas had to be provided in sufficient quantity so that all media could work in a relaxed but efficient atmosphere.

The MPC met all of these working requirements. The immediate feature of the main floor upon entry to Yorty Hall was the information station, which had individual racks for printed results, plus notes and quotes for each sport. Sports were marked with pictograms, and additional pictograms were used for information from the IOC, Main Press Center and the three villages. Each bin was tagged daily as new results came in and all bins were changed each day. Information sheets were color-coded to allow easy identification and separation of results, start lists and supplementary information. Inside the diamond-shaped results area, Electronic Messaging System (EMS) terminals were available for press use. Twenty-four terminals and eight printers were placed in this area, to provide information on athletes, background information and cumulative and past results during the Games. For additional convenience, 16 EMS terminals and two printers were located in the lobby area, adjacent to the MPC entrance.

Working areas were located behind the main floor results diamond and equipped with padded chairs, tables and manual typewriters in 19 different keyboards. Two work areas separated by the main aisle were provided within the hall. The first area contained only English-language typewriters for the 288 working places formed by 72 folding tables that were 30 inches wide by eight feet in length, with four places at each. The second work area contained 81 tables set for a total of 324 places, which featured mostly international keyboards in addition to English. Signs at the sides of the working area walls indicated the various typewriter keyboard languages. The 612 working places proved wholly sufficient and crowding was never experienced; the largest number of working media in the combined areas at any one time was estimated at just over 420 persons.

Telecommunications of all kinds were located adjacent to the working areas. Ninety-six international-access telephones on folding tables divided by table-top partitions for sound insulation were provided; calls had to be made via credit card or reversed charge. After it became apparent that



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24 Assembly of the 72,000 journalists' gift packages requires a cooperative effort by LAOOC staff and volunteers.

some journalists did not have credit cards and that their country's telephone company did not take collect calls, Pacific Bell, the local telephone utility responsible for the MPC, set up a cash service allowing media to call and pay immediately after. Twenty-four coin-operated telephones were also available in a separate bay, but appeared to be lightly used. There were numerous unexpected orders for private telephones within the MPC from press agencies which did not have private offices. An area was set up near the charge-a-call telephone banks to accommodate these journalists, again with folding tables and table-top sound insulation booths provided free of charge. Of the 26 agencies ordering such telephones, 13 were from the USA, nine from Europe, two from Asia and one each from Africa and Oceania. Two agencies (one each from Brazil and the Philippines) ordered telex and teletype equipment for their stations without any previous notification to the Organizing Committee. Flexibility in the telecommunications area allowed accommodation of their needs.

Additional telecommunications equipment included 40 Xerox telecopiers compatible with CCITT groups I, II and III, all accompanied by charge-a-call telephones. Others telecopied stories mostly to countries which do not use the Latin alphabet, such as China, Israel, Japan and Arab nations. However, the requirements could have been met with ten machines or fewer since this area was rarely used. Telex requirements were much greater and Western Union International was required to increase its outgoing lines from 60 to 90 midway through the Games. Unexpectedly, journalists did not file their stories from the sites (where telex service was available), preferring instead to come to the MPC to compose their reports and send telex messages from the MPC's telecommunications center-causing severe backlogs. In addition to the main telex area, a small area for journalists to punch their own tapes was offered, with 16 off-line teletype machines. These proved very popular, especially when the backlog of to-be-re-punched material made it more efficient for media to punch their own tapes which could then be sent immediately without re-keying. The daily total of messages sent from the MPC reached the 300 mark on 25 July and averaged just over 500 per day during the 16 days of the Games.

Television monitors showing the direct feed from each venue where the host broadcaster was producing a live broadcast were provided in an area furnished by Sanyo. In all, 32 television monitors (25-inch) were set up, allowing approximately 180 journalists to watch the competitions at any one time.

Brother provided a repair station for its manual typewriters and provided assistance to those with typewriter problems. The services provided by Canon in camera repair and by Fuji in film processing are more fully discussed in the section on photographic services.

23.08.6

Other programs and services

A variety of services designed to make the journalists feel at home in the Main Press Center were arranged by the LAOOC in order to create a more relaxed (and therefore better) working atmosphere for the media. Although minor by themselves, the combined impact of these service groups was a substantial assistance to the media in both personal and work-related areas.

Banking

First Interstate Bank constructed a small branch location inside the MPC accreditation area. Services were provided at seven teller stations from 0800-1530 hours and from 1630-2400 hours daily, to handle currency exchange, processing of letters of credit and wire transfers, opening of new accounts, cashing and sales of traveler's cheques and other items. Traffic was not as great as expected and hours from 0900-1800 hours

would have sufficed. Busiest hours were usually from 0900-1100 hours daily and the busiest days from 6-12 August. The most frequent transactions were the cashing of traveller's cheques and processing of cash advances, mostly from Mastercard and Visa accounts. Cash advances totaled \$58,000, currency exchange \$25,000, 43 new accounts were opened for agencies and MPC vendors and roughly 20 wire transfers were processed.

Binocular rental

Binoculars were available for daily rental beginning on 28 July from 0800-1700 hours. Daily rental was \$4 and required an additional deposit or credit card to protect against loss. The top daily rental was 47 pairs on 28 July for the Opening Ceremonies while the average daily rental was two.

Checkroom

Metal shelving was arranged in a secured area and staffed 24 hours per day to allow journalists to drop off materials for short periods. Checked bags were tagged with a photocopy of the journalist's accreditation badge and attached to the parcel. When the parcel was claimed, the accreditation badge was compared against the badge attached to the item. The same area served as a distribution point for press gifts and parking passes reserved by press.

Courier and customs services

DHL provided international courier services from 0800 to 2000 hours daily. Business was concentrated between 1600 and 1830 hours daily, with the heaviest concentration in the last week of the Games. By weeks, DHL moved 12 shipments between 16-22 July (nine domestic and three international), 108 between 23-29 July (52 and 56), 194 from 30 July-5 August (69 and 125) and 250 from 6-12 August (134 and 116), for a total of 564 (264 and 300) over the period the MPC was open. F.B. Vandegrift performed freight forwarding, customs clearance and delivery/pick-up functions for international shipments and anticipated that its heaviest service would come just prior to and after the Games. This proved correct, as Vandegrift handled 29 import transactions totaling 13 tons and 25 export transactions totaling 16 tons. During the Games, Vandegrift also handled 81 small package shipments, usually consisting of exposed film. Their booth was staffed from 0800 to 2000 hours daily.

News Relations and Press Operations

Food services

The Convention Center had an existing concessionaire already in place at the time of signing the licensing agreement. The concessionaire was required to provide service from 0800 to 1800 hours daily from 5–14 July and 13–18 August and from 0800–0200 hours during the period of 15 July–12 August, at prices equal to those charged during the four months prior to the LAOOC's occupancy. Food service facilities included a combination bar and restaurant seating 220 persons, a cafeteria seating 411, plus two snack bars in the lobby level hallways and four more in Yorty Hall. The actual service began with only one of the snack bars in the pre-Games period but eventually included a buffet lunch service in the bar/restaurant. During the Games, the cafeteria was open from 0700–1100 hours, but closed after two days of light attendance, leaving only the concession stands open in the mornings. The bar/restaurant opened at 1100 and remained available until 0200. An agreement reached on 31 July kept the larger snack bars open around the clock and provided soft drinks to journalists at no charge at a self-service machine in Yorty Hall. In the 14 days of service from 31 July–13 August, 66 1 tanks of drinks were used totaling approximately 56,200 individual drinks. The LAOOC also agreed to pay for a free dessert item with each lunch or dinner purchased in the bar/restaurant and 2,376 were consumed. Agencies with private offices could order special "room service" inside the main working area and some took advantage of this.

Information

Bulletin boards were posted in the lobby area and were used for all types of journalist communications, most essentially the posting of news conference schedules. Information booths were staffed around the clock and were designed to answer general questions about the MPC and about press services and the Games. However, it became a primary point for the distribution of informational materials including the LAOOC's "Media Guide", "Media

Transportation Handbook", NOC team handbooks and the "Olympic Record". Alongside was the Greater Los Angeles Visitors and Convention Bureau, which distributed information about Los Angeles, made restaurant and tour reservations and provided souvenir posters to media. Sign-ups for hospitality and village tours began at these information stations but were soon moved after the congestion became too great. Better instruction and direction would have been worthwhile, as would a strict procedure for the updating of information so that the staff members would have been better informed.

Newsstand

The LAOOC made arrangements by contract to have newspapers of foreign nations brought into the MPC on a daily basis. A local vendor was contracted to provide sales personnel and racks and to sell candy, snacks and sundries in addition. Newspapers from 28 nations were available in addition to USA newspapers; a wide variety of magazines in several languages were also available. Not surprisingly, the best-selling periodicals included the Los Angeles Times among American newspapers and the French all-sports daily *L'Equipe* among foreign press. The newsstand was open on a 24-hour basis.

Photocopying

Xerox provided courtesy photocopying for journalists on two machines: one large-volume unit and one smaller machine. A total of 213,200 copies were made for journalists, including 193,838 on the large-volume machine. Xerox staffed this area daily from 0800–2400 hours.

Postal Service

The United States Postal Service (USPS) set up a full-service branch in the MPC with daily hours of 0800 to 1800 hours, although hours were extended if lines had formed near closing time. Five counters were available, with four processing regular mail and special cancellations and one working with an international message transmission service. The busiest periods were the three days prior to the Games and the last three days of the Games. The souvenir Olympic coin sets and philatelic packages available at the postal station were sold out by the end of the Games.

Stationery sales

A local stationery supply retailer was contracted to provide small office items for sale to the journalists. It operated from 0900–1800 hours daily and sold a wide variety of items, the most popular being batteries, pens, mailing tubes and writing tablets.

Telecommunications

Motorola and Pacific Bell had a booth to provide pager rental and to answer inquiries about telephone services. Since the technology center on the second floor had most of the responsibility for incoming telephone lines, nearly all telephone-related questions ended up there. As a convenience for journalists, Pacific Bell arranged to issue telephone credit cards for short terms, since international telephone credit cards were not accepted in the USA. In all, Pacific Bell issued 387 of its calling cards. Pager rental, issuance and return was brisk in the downstairs booth. In all, Pacific Bell and Motorola rented 719 pagers to the news media (including television), including 281 Optrx alphanumeric display pagers, 397 BPR-2000 digital-only display pagers and 41 Envoy tone-only units. Press totals included 101 Optrx, 192 BPR-2000 and 28 Envoy units for a total of 321.

Transportation

Budget Rent-A-Car made automobile rentals available on the agency facilities questionnaire sent out in August, 1983. Compact, full size and luxury cars were available, as well as station wagons, at preferential rates. Twenty-nine cars were ordered by 12 agencies via the agency questionnaire: three agencies ordered four compact cars, ten asked for 19 full-size cars, one asked for three station wagons and one requested three vans. All of these cars were picked up at the Los Angeles International Airport lot. At the MPC, Budget staffed a booth in the lobby from 0700 to 2100 hours from Sunday through Friday and from 0700–1800 hours on Saturdays. Cars were rented at preferential rates to media possessing valid driver's licenses in their countries of origin, passports and either a cash deposit or valid credit card. Orders were relayed to the main dispatch desk in Los Angeles and renters were picked up by Budget and driven to their rental vehicles. This transportation desk was adjacent to a separate LAOOC transport information counter which assisted journalists with their use of the press transport system, transport in the general Los Angeles area and sign-ups for entertainment and village tours offered by the LAOOC.

Travelers services

American Express provided a financial and travel services booth, which arranged sale and cashing of traveler's cheques, ground transport, sightseeing in Los Angeles and services for its cardholders. Its hours of operation were from 0900 to 1730 hours daily, and it served 50–75 customers daily. The busiest days were on 27 July and 13 August and the most popular transactions included the sale and cashing of traveler's cheques and cashing of personal checks for cardholders.

United Airlines provided air travel reservations and ticketing services from 0900–1730 hours daily from 23 July to 13 August. An automated dialing service was available to assist customers during closed hours. The most popular services were confirmation of flight times and changes in reservations. The LAOOC provided a travel-liaison officer for journalists to assist with lost luggage and other travel-related concerns from 0800–1800 hours daily.

23.08.7 Press entertainment, gifts and hospitality

One of the most vexing questions confronting the Press Operations group was the proper level of entertainment, gifts and hospitality to be provided for the media. Journalists were coming to Los Angeles to report on the Games, and a heavy schedule of activities could take away from the main focus of their stay. In addition, costs for such activities could run very high. Conversely, the LAOOC desired to play the role of hosts properly, and to extend a genuine welcome to all media who traveled to Los Angeles. A middle ground, involving activities mostly in the pre-Games period, emerged.

Of all the welcoming ideas presented, a loosely-structured gathering of news media for an evening of food, music and conversation was deemed the most appropriate. It was held away from the MPC in order to provide a different atmosphere, with transportation provided by the LAOOC. The date was fixed for 27 July 1984, the evening preceding Opening Ceremonies, in order to make the event available to all media and to relieve pressure for press attendance at the Pre-Opening Gala musical event (part of the Olympic Arts Festival) at the Hollywood Bowl.

Invitations were issued at the time of receipt of the press gift package. The MPC readerboard also noted the event duration and transportation schedule. Scheduled for 1800–2200 hours, the Plaza Pool Deck of the Westin Bonaventure Hotel provided an appropriate site in an attractive outdoor setting. Wine and cheese stations, beef, turkey and submarine sandwich stations, along with hot dog and chili bars provided ample food, while rollerskate-equipped hostesses served beer. Soft drinks and mineral

water were also available. Entertainment included bands in various locations, including country and western, jazz, mariachi, reggae and a salute to American composers. A small elevated stage for break dancers was set up in the middle of the plaza and proved to be very popular.

The evening proved successful. The lack of a formal program provided more than 3,000 media with an opportunity to relax with their friends and talk with colleagues in an unhurried atmosphere; the LAOOC achieved its goal of presenting a warm welcome to the media. The guests appreciated the gift of a signature-series LAOOC poster, provided in a quantity of 5,000. The planning and execution of this event was coordinated by a media protocol supervisor with one part-time assistant who worked on the party for approximately two months prior to the event.

The continuing press hospitality requirements during the Games were not settled until the end of June 1984. Although the LAOOC had interest in a hospitality area in the Main Press Center itself, the wide-scale construction and move-in activities in preparing the MPC for use and the anticipated expenditure for continuing hospitality costs there determined that another close-by site be found. The Holiday Inn/Convention Center, already selected as a press hotel, had an adequate room for serving buffet meals and, willing to make an attractive offer on price, was an ideal choice.

From 14–20 July, the Press Hospitality Suite served light snacks from 1200–2100 hours, with a bar available for cocktails on a cash basis only. From 21–28 July, a complimentary cold buffet was available from 1200–1600 hours, with snack and cocktail service from 1600–1800 hours and 2200–2400 hours, and a complimentary hot buffet dinner available from 1800–2200. From 29 July–13 August, snacks and cocktails were available from 1200–2100 hours, and a complimentary cold buffet dinner was available from 2100–0200 hours. In all cases, soft drinks and coffee were available free, but all alcoholic beverages were only available for cash at a small bar installed inside the room. Journalists with full "E" accreditations were admitted, but Main Press Center-only badgeholders were not. This program was well received and the hours of operation proved proper: 19,913 meals

were served, including 3,867 cold (lunch) and 2,283 hot (dinner) buffet meals in the period from 21–28 July and 6,763 cold buffet dinners from 29 July–13 August, a Games-period average of 422.7 meals per five-hour seating from 2100–0200 hours daily. Seating was adequate with space for almost 100 persons in the 1,595 sq. ft. room. A selection of daily newspapers and leading magazines, both USA and international, was available at no charge, as were two arcade-style video games.

Entertainment was available to media in many forms in the pre-Games period. Tours were offered free of charge to numerous Southern California attractions, including Disneyland, Knott's Berry Farm/Movieland Wax Museum, Long Beach's Queen Mary and Spruce Goose attractions, Los Angeles County Museum of Art, Magic Mountain, Museum of Natural History and Universal Studios. The Los Angeles Dodgers professional baseball club also extended an invitation to interested media to attend several of its home games. Media also had facilities available at a local athletic club as well as golf and tennis clubs in the area. Out of all these options, however, actual interest was light; sufficient interest to fill a bus was confined to Disneyland and Universal Studios tours for the three days prior to the Games.

Large, arcade-style video games were available to journalists at no charge in the MPC. Six games were placed in the south hallway near the snack bar. Little interest was shown in these and users tended to be LAOOC staff rather than media. Scoring competitions between staff members in the after-hours periods proved to be as fierce as any on the Olympic playing fields.

Motion pictures were shown nightly in the MPC's main interview rooms from 14–26 July at 2000 hours. These attracted very little interest, with top attendance numbering seven for "*The Godfather*."

A press gift program was planned beginning in late 1982. Experimental gifts during the 1983 events included briefcases, writing-pad folders, wallets and even complimentary arrows during the XXXIInd World Target Archery Championships in October 1983. Journalists seemed to appreciate gifts which helped them report on the Games as well as being souvenirs of their visit to Los Angeles. Sponsors of the LAOOC were surveyed for their interest in providing such items and the majority of items eventually used in the press gift package were donated by sponsors. The press package contained a nylon carry bag, solar-powered calculator, baseball-style cap, clipboard/lapboard, commemorative bottle of Coca-Cola, commemorative medallion, pen with neckchain, two reporter's notebooks and an Olympic preview issue of "*Sports Illustrated*." These gifts were received very late and partially

assembled at the LAOOC's administrative headquarters and finally at the MPC itself, requiring more than 1,000 man-hours of effort. Distribution took place after journalists were accredited at the MPC, with several thousand shipped to the International Broadcast Center for distribution to technical staff who had been accredited at the IBC from 4–10 July or for technicians who were accredited to the IBC only. In all, some 12,000 gift bags were assembled; some did not include every available item as supplies had been exhausted through incomplete shipments or mishandling.

23.08.8 Staff management, orientation and training

Staff requirements in the Main Press Center were large; in addition to the facility being gigantic, the staff occupied the building for 45 days with 32 operational days. This required several staff turnovers, not to mention the three shifts necessary because the MPC was open on a 24-hour basis. This meant that nine complete personnel teams had to be assembled: three shifts per day in three teams working roughly ten days each.

In all, 2,018 positions were identified for the Main Press Center. Of these, 1,164 were from 29 different contractors and sponsors, including the Los Angeles Convention Center staff (229). LACC food concessionaire (133) and maintenance staff (36) and LAOOC sponsors like American Express (travel services: 40), Canon (camera repair: 98), First Interstate Bank (69) and Fuji (film processing: 142). LAOOC suppliers such as Brother Industries (typewriter repair: 71), MCI Communications (telex service: 50), Monterey Institute (interpreters: 42) and the photographic motorcycle messenger service (60) required large numbers of people to perform their tasks.

LAOOC staff, including both salaried and volunteers, totalled 854. Press Operations had the greatest number, 521, while Telecommunications required 113 and Technology, 100. Of the 854 total, paid staff totalled 167 and 687 were volunteers. The breakdown:

Group	Total
Accommodations	
Management	1
Hotel Liaisons	9
Reservation Staff	9
Finance	
Management	6
Accountants	8
Cashiers	33
Health Services	
Physicians	3
Nurses	15
First Aid	10
Internal Audit	1
Language Services	
Management	4
Language Staff	4
Support Staff	2
Material Supply	
Management	3
Supply Clerks	2
News	
Management	1
Advance staff	3
Support staff	1
Press Operations	
Administration (Management 6, Floor monitors 28, Support staff 30)	64
Accreditation (Management 3, Access controllers 60, Badging staff 111, Problem-solvers 14)	178
Hospitality (Management 1, Hosts/Hostesses 79, Staff food servers 18)	98
Housing &Transport (Management 2, Cashiers and clerks 18)	20
Information Services (Management 6, Editorial services 18, Interview room 20, Video viewing 36)	80
Photographic Services (Management 3, Laboratory monitors 3)	6
Support Services (Management 1, Distribution staff 6 1, Information Desk staff 13)	75
Security	2
Technology	
Management	7
Olympic Record staff	6
Results staff	84
Support staff	3
Telecommunications	
Management	2
Message Center	64
Telephone switchboard	47
Travel	3
Total	854

News Relations and Press Operations

The LAOOC staff was divided into three work shifts: 14–21 July, 24 July–3 August and 4–15 August with work hours from 0800-1630 hours, 1600-0030 hours and 0000-0830 hours. Of the staff recruited by Press Operations, 421 were volunteers, 75 were paid on a short-term basis during the time of the Games and 25 were from the LAOOC's permanent Press Operations staff. Management staff were specially recruited, usually from experienced sports information professionals at colleges and universities around the country. Remaining staff were recruited from Citizen's Advisory Commission members, public relations and sports information professionals in the local area and college students in communications, journalism and public relations.

Staff training was held at a one-day orientation session on 9 June 1984 at the Main Press Center. The department managers were introduced and a brief overview of what to expect was given along with general information provided by the Games Staffing Department regarding rules and regulations. Some of the individual departments within the MPC also held additional training sessions, usually during evenings or on weekends. Formal staff training occurred on-the-job, with attendant confusion in the first few days. Staff morale was high, however, due to the interest shown by the media in what they were doing and, after a few days, staff performed at a generally high level.

Staff were fed in the same manner as at all other sites with pre-prepared sandwiches and soft drinks which were set up in a 1,595 sq. ft. room at the Holiday Inn/Convention Center, approximately 100 meters from the

MPC. The room had a capacity of 96 persons, which was fully adequate, and contained a microwave oven, refrigerated food-storage cabinets and a much-appreciated large-screen television for viewing events. Ordering from a central food distribution facility was done daily.

Staff rewards and gifts were distributed at the end of the Games. An all-MPC staff party was held on the evening of 15 August after the MPC had closed. A buffet dinner, including a congratulatory cake, and dancing was held from 1800 to 2300. Staff gifts were handed out during the party. Upon arrival, all staff were given a certificate of appreciation, a gift voucher and, if female, an LAOOC *Star*

in Motion pendant and a rose. The gift voucher entitled staff members to a package including a commemorative Coca-Cola bottle, Games signature series poster, final results book, LAOOC-licensed "TV Viewer's Guide" and a special staff medallion. A few special gifts, including television sets, were given to MPC staff members who had distinguished themselves by outstanding performances during the time of their shift.

23.08.9 Reflections on the MPC experience

The Main Press Center served as the central point of activity for journalists in Los Angeles, providing both personal and professional services for 32 days, plus a ten-day set-up and three-day tear down period for a total occupancy of 45 days. Journalists were uniformly pleased with the



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25 Photographers on the ring apron at the boxing competition.

26 Photographers and cameramen have excellent working positions at gymnastics.

27 Photojournalists at work at the Olympic Velodrome.

28 Photo journalists line the floor of the Los Angeles Memorial Coliseum to record the athletics competition.



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facilities offered and the performance of the staff was satisfactory. A wide range of services was successfully offered to the media and, when problems arose, the staff—both paid and volunteer—could not have been more eager to help solve them. The experience left these impressions for the future:

- The ideal site choice for a Main Press Center facility is inside the main stadium, close to housing reserved for the press. As the needs of the media have outstripped the size of some main stadiums as a whole, an area close to the stadium and within walking distance of press housing units is the best. The LAOOC's choice

of the Los Angeles Convention Center was good in view of the closeness of the Coliseum (two miles) and downtown hotels, and remained so, despite the distance to press housing near the airport, because of the outstanding service of the LAOOC's media transport system.

- The use of a facility experienced in handling exhibitions and trade shows was very beneficial. Problems regarding provision of power, water or other custom requirements for the agencies or the LAOOC never surfaced and were less in scale than for some trade shows. The similar use of an existing contractor for the temporary building and decorating of the MPC was wise. Greyhound handled construction, decorating, labor and materiel questions with expertise and speed that would have been

hard, if not impossible, for the LAOOC to duplicate. The LAOOC's agreement with the LACC and Greyhound provided for careful cost checks and approvals before proceeding with any orders.

- The LAOOC's occupancy of the MPC was for much too short a time. With only nine days to set up before opening, the Press Operations group had almost no time to establish a proper working environment, complete training or attend to hundreds of details which would have made the transition easier and the opening days of the MPC much more efficient. It is recommended that while opening of the MPC should occur simultaneously with the

opening of the villages, exclusive possession of the MPC property should be taken as much as one month prior to opening. At a minimum, the administrative requirements of the MPC (and Press Operations) management must be fully operational at least two weeks prior to opening, including EMS (if available), financial support, photocopying, radio and telephone systems, telex and telecopier units and mail arrangements.

- The agency facilities questionnaire was a disaster given its confusion with the journalist's application for accreditation. Although proper in concept, it may best be used in the future as a questionnaire only without the ability to order. This would have provided the LAOOC with solid information about the requirements of each agency more





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29 Photographers have deck-level positions at the Olympic Swim Stadium.

than one year prior to the Games. It is also recommended that the organizers employ one person whose sole responsibility is to look after the arrangements of the agencies requiring private office spaces. This task fell to the MPC manager and proved to be an inefficient use of time in the late stages.

- The many individual meetings between agencies reserving offices at the MPC and the Press Operations Department were most useful. There is no substitute for actually seeing the MPC facility and planning from an actual visit. Individual meetings are far more effective than group sessions where agencies rarely get to discuss their own specialized arrangements.
- Common area requirements were met fully but the organizer must be aware of changes occurring without any notice. This was the case in ordering of private MPC telephones without office space by a variety of agencies. However, the problem was stopped and handled efficiently. Less efficient was solving the problem of telex service, which wasn't fully resolved until after six of the 16 days of the Games had passed; a casual poll of the journalists one day prior to the

Opening Ceremonies regarding their filing preferences might have been prudent. It is clear that in predicting the use of facilities, organizers must be cognizant of the time zones around the world, in conjunction with the distance and time of the venues from the MPC, to project a likely split in communications facilities between the venues and MPC. In Los Angeles, more facilities were at the venues than were used, and the MPC telex service had fewer facilities than proved necessary. Telecopier requirements were completely overstated everywhere.

- Most of the support services proved useful. Journalists were pleased with the wide variety of services available and were able to spend more time working as a result. Care must be taken, however, with regard to these facilities; they must be provided properly to be successful. Food service was not a high priority of the Press Operations group since an existing concessionaire was in place and had served thousands of customers at prior LACC events. Yet, journalists asked why international dishes were not featured as had been arranged at prior Games, or why the bar and restaurant were not open later in view of the late return of many journalists from the competition sites and the limited restaurant service available near the MPC around midnight. More complete planning would have averted these concerns, since assumptions of competent performance should not be made in any area of planning for the Games.

- Despite the advances in technology with EMS and a four-foot by 18-foot scoreboard in the MPC lobby area, the most widely attended information sources were simply bulletin boards posted in the lobby. Their use is strongly encouraged as a central part of, rather than as an adjunct to, services providing announcements and information for journalists.
- Press entertainment programs had a positive effect on the media, especially the pre-Opening Ceremonies party at the Westin Bonaventure Hotel. The lack of a formal program gave the journalists a chance to relax in the company of their hosts, and an opportunity to be cherished by organizers desiring to make their guests feel welcome in a strange city. Tours and trips should have been focused more on the area's best-known attractions, since a wide variety of events diffused journalist interest into very, very small groups.
- Journalist gift programs must require receipt of the materials from donors well ahead of time. The strenuous effort to pack bags in time for distribution was not necessary and took away from other MPC preparations. Rather than a sign-in procedure for journalists taking gifts, it would have been better to physically punch a hole in the accreditation badge of each person who received a gift package, eliminating any doubt about the receipt of these items. Delivery of gift bags in bulk to broadcast organizations proved unfortunate, since no control was exerted over their distributions. Items provided in insufficient quantities for distribution in all gift packages should either be returned or distributed at an information table on a first-come, first-served basis.
- Staff personnel acquitted themselves well during their period of the work with the LAOOC. However, preparations for their work by the Press Operations Department were sadly inadequate. A more structured program of training, perhaps only one day in length (perhaps more for supervisors), should have been instituted so that staff did not begin their training at the same time as they had to work with the journalists. Strict procedures for the dissemination of information to staff about the Press Operations group and the MPC should have been arranged well in advance of their term in the MPC and changes should have been made under procedural guidelines that would have given them authority and recognizability.

23.09 Press Operations: Photographic services

23.09.1 Conceptual plan of services

Careful attention was given to the requirements of the photographers accredited to cover the Games of the XXIIIrd Olympiad. Unlike reporters and broadcasters, who may comment or write after watching replays and analyses of events, the photographer has only a single moment in which to record an image. It is necessary, therefore, to make available sufficient space for shooting in all areas, backed up with proper facilities for equipment repair, film processing and transport. The Press Operations group was told many times of the improper actions of photographers at past events, whether Olympic Games, world championships of various sports or even smaller events at major sites. In each case, little information was available to photographers prior to the events regarding shooting positions, lighting conditions or the availability of close-by processing. Faced with the choice between severe restrictions on photographers which would generally not contribute to the production of outstanding pictures or a strong program of education regarding photographic protocol at the Games, the LAOOC chose the latter.

Photographers were consulted with regard to the selection of photographic shooting positions and to the auxiliary services necessary for successful processing and dissemination of Olympic photography. Photographers were provided with detailed information about the lighting conditions and positions expected in Los Angeles, the program for film transport and processing and the expected protocol between the competition management and officials and the photographic media. With this introduction, photographers came to Los Angeles prepared to use the available facilities, knowing what to expect and what was expected of them. The result was a generally successful photographic operation, leaving the photographers unfettered to do their work within certain specified limits.

23.09.2 Nature of pool and non-pool photography at the Games

Because of the large number of photographers who are accredited at any Olympic Games, it is impossible to guarantee infield positions at athletics or courtside positions in basketball or volleyball for all photographers who might wish to attend. While positions open to all accredited photographers must be arranged at each site, the number who are admitted into athlete or field of play areas must be limited in order to prevent crowding or disruption of the athletes or officials involved with the competition. Therefore, it is necessary to form groups of a few photographers who

will shoot from these prime positions and make their pictures available to the many media who have interest in them. This task is left to the International and National Olympic Photographic Pools (IOPP and NOPP).

Consisting of 24 photographers each, plus necessary technical staff, the International and National pools service different sets of clients at the Games. The IOPP, a cooperative among the Associated Press, European Pressphoto Union and United Press International, provides its photographs to its thousands of combined subscribers worldwide via the normal distribution channels of each of its three member agencies. The NOPP, usually a newspaper, news service or newsphoto agency selected by the organizers, is responsible for photographing a similarly wide range of events as is the IOPP and making its photographs available at a central location for selection and purchase by media accredited to the Games. Purchase prices must reflect labor costs and processing materials necessary to produce the images ordered, rather than fees generally charged by commercial photographic houses for images used in advertising or public relations work. Thus, a journalist whose periodical had not received a photographic accreditation to the Games would have the opportunity to acquire photographs for publication from the NOPP's display area at the central press center a similar facility.

The pools work directly with the organizing committee to arrange accreditation, film transport and identification of pool photographers to allow their use of primary positions at competition sites. IOPP and NOPP photographs made available to IOPP members or prepared for display and sale to accredited media are also provided separately for the archives and use of the IOC and for the organizing committee of the Games.

Pool privileges are also made available to a very limited number of other photographers. One photographer each from the IOC and from the organizing committee is ordinarily given pool privileges and, for 1984, each International Federation was given an opportunity to nominate a photographer for its needs. Pool privileges for such IF photographers were limited to the venue(s) used for the particular sport involved.

23.09.3 Operation of the IOPP and NOPP

Since the composition of the IOPP cooperative was well known as early as 1982, the LAOOC's attention was focused on the selection of an entity or group to serve as the National Olympic Photograph Pool. The LAOOC's interest was to properly service those

photographers coming to the Games as well as to provide itself with a complete and useful archive of images for use in post-Games reports at no cost to itself. For a group seeking to become the NOPP, the advantage consisted mostly of the large number of photographic credentials available (24) to the NOPP, a total larger than could be granted by any National Olympic Committee. After approximately one year of discussions with a wide variety of photographic entities, the LAOOC accepted the offer of the *Los Angeles Times* Photographic Department to provide NOPP services. An agreement was concluded in December 1982, in which the *The Times* agreed to provide:

- Twenty-four competent photographers for photographic coverage of the 21 competition and two demonstration sports in the Games, in both black-and-white and in color
- Procedures for taking individual requests for coverage from accredited journalists
- Processing of its film and the display prints and slides at *The Times'* photo laboratory in downtown Los Angeles rather than at the Main Press Center
- A viewing area and order/sales office at the Main Press Center
- Processing of duplicate black-and-white and color prints and duplicate color slides at *The Times'* laboratory, for sale at the MPC
- Telephotographic services, including two lines and machines compatible with modulus 352 transmission pattern, using a drum with speeds of 30, 60 or 120 revolutions per minute, with journalists responsible for their own line charges
- Sets of photographs taken and displayed for the IOC and LAOOC, complete with any indices compiled by *The Times*

The LAOOC, in turn, agreed to provide:

- Twenty-four accreditations for NOPP photographers and additional accreditations as necessary for *The Times* technical personnel
- Four journalist access passes into each of the Olympic villages
- Priority processing for NOPP film
- Priority parking for NOPP photographers

The NOPP requirements eventually totaled 24 photographers, three editors and 14 technicians, for a total staff of 41. The NOPP order/sales office in the MPC was open from 0800 to 2400 hours, with the busiest hours from 1000 to 1600 hours daily. In all, 1,421 black-and-white prints were displayed and 838 color transparencies were available at the NOPP office, with 397 black-and-white prints and 894 transparencies eventually sold. Film was usually processed and pictures edited and readied for display within three hours after film delivery to *The Times* offices. For each picture selected, six prints were made, including copies for the IOC, LAOOC, IOPP, the NOPP office and two copies for internal use by *The Times*. Orders for black-and-white prints were filled within three hours, with each print costing \$25. Twelve duplicates of each

color transparency were made, including copies for the IOC, LAOOC, IOPP, NOPP office, two copies for use by *The Times*, with the remaining six copies available at the NOPP office for immediate delivery to anyone who requested that image. Thus, delivery of transparencies was usually immediate, although thousands of eventually unused duplicates were included in the 21,000 duplicate transparencies processed by *The Times*. In rare instances when the available stock of certain transparencies was depleted, additional duplicates were always available within five hours of the time an order had been placed. Sale price of transparencies was \$30 each, with cash, personal and traveler's cheques accepted. Requests were received for certain images even one week after the event had taken place. Color prints were available at \$40 each, but no interest was shown in these; additional color transparencies could have been sold had *The Times* been prepared for the great interest shown in them.

The NOPP also had its own motorcycle messenger corps, consisting of eight retired police officers, and utilized a helicopter transport from Lake Casitas, site of the rowing and canoeing competitions, and from Fairbanks Ranch for the second day of the three-day event in equestrian. Parking for the NOPP usually consisted of four passes per venue, including one for a photographer, one for a messenger and two for administration.

The International Olympic Photographic Pool was coordinated by the Associated Press. A separate IOPP lab was constructed in the MPC, adjacent to the Associated Press' own photo lab, and the 24 photographers and additional technical personnel operated out of that area. Although only 18 photographers and 12 technical personnel were accredited as IOPP staff, the actual totals were larger since photographers and technical personnel from the accredited staffs of the members of the cooperative (AP, EPU and UPI) also worked with the IOPP. Eight persons were also given Main Press Center-only accreditations.

An agreement with the IOPP and its members was also executed by the LAOOC in April 1984. As with the NOPP agreement, the LAOOC agreed to provide accreditations and special identification passes for pool photographers, priority parking and processing for the IOPP and raw space in the Main Press Center for use by the IOPP in erecting and operating its own laboratory during the Games. The IOPP agreed to participate with the NOPP in a full exchange of images program and to provide the IOC and LAOOC with copies of those IOPP images selected for use by the IOPP or its members.

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Summary of National Photo Pool activity (at the Main Press Center only)

Date	Black & white photographs displayed	Black & white photographs sold by NOPP	Color transparencies displayed	Color transparencies sold by NOPP
28 July	48	1	38	7
29 July	104	2	57	14
30 July	71	8	53	23
31 July	75	22	41	66
1 August	52	11	28	64
2 August	71	14	44	26
3 August	114	26	83	38
4 August	107	27	61	46
5 August	115	17	54	44
6 August	68	43	34	54
7 August	92	4	42	30
8 August	79	41	71	91
9 August	104	22	52	77
10 August	99	19	55	80
11 August	142	46	79	47
12 August	80	68	46	79
13 August	0	26	0	108
Totals	1,421	397	838	894

(1) Charges included \$25 for black-and-white prints, \$30 for duplicates of color transparencies and \$40 for color prints.
(2) NOPP office hours from 0800-2400 daily; the busiest hours were from 1000-1600 daily.

IOPP operational requirements included arrangements for 15 messengers (including ten access/drop-off passes) and parking for one car at each venue, with two passes required for some of the larger venues.

23.09.4 Identification of photographers and the use of bibs

Given the split in access between pool and non-pool photographers and the additional burden of eliminating unaccredited photographers from reserved positions in the venues, it was important to devise a simple but effective system of identification of photographers in the venues.

The possibility of using the accreditation card as a determining factor was logical but required too much effort, since photographers often move about quickly, eliminating the ability of a photo marshal to stop them and check badges. Armbands were also considered but posed the same identification problem as accreditation cards in some areas because of their small physical size. Vests or bibs had been used for pool photographers in the past but rarely for non-pool photographers. They offered the considerable advantages of larger size, easier visibility and the possibility for coordination with the LAOOC's color scheme in and around the field of play. In addition, by requiring that these bibs/vests be worn at all times, photographers would be uniformed to a degree. Some competition officials complained after the 1983 events that the unkempt appearance of some

photographers, dressed comfortably in order to carry heavy and sometimes unwieldy equipment, detracted from the venue decor in the field of play area. The use of bibs/vests was at least a partial solution to these concerns.

The Press Operations group decided in mid-1982 that bibs would be the most appropriate way to identify pool photographers as distinct from non-pool photographers. The 1983 events utilized a bib system for field of play access and the photographers were most cooperative. The LAOOC's official camera sponsor, Canon, agreed to produce these bibs, the design of which was finalized in August 1983. At the suggestion of members of the IOC Press Commission, it was decided to assign bibs to all photographers and to individually number each bib. By this method, an easy identification system was created in addition to the accreditation badge in case of disciplinary problems. An offending photographer whose small accreditation badge was unreadable except at point-blank range could be easily identified from more than 50 yards away via the bib number. Bib designs included a number on both front and back, with the words "Accredited Photographer" or "Pool Photographer" on one side and "Games of the XXIIIrd Olympiad" on the other. The front and back designs were purposely made different in order to foil unscrupulous individuals who might try to "manufacture" their own bibs by splitting one in half and wearing only that half to a venue site. Pool bibs were chrome yellow in color, with vermilion trim. Pool bibs were numbered from 10 to 109 (100 total) to prevent anyone from wearing a bib numbered 1 while accredited photographer bibs were produced in an original quantity of 500, with a re-order of 100 placed during the Games.

It had been anticipated that bibs would be handed out at the time of accreditation along with press gift packages. In view of the overwhelming amount of activity taking place in the accreditation area, however, the bib dissemination responsibilities were switched to the Press Operations offices on the second level of the Main Press Center and were directed by the manager of photographic services. This added the advantage of personal contact between the photographers and someone they could turn to in time of need turned out to be beneficial to both sides.

Pool bibs were distributed to the International and National Pools (24 each), to the IOC's photographer (one), to the member of the IOC Press Commission responsible for photography (one), to the LAOOC's official photographers (two) and to the LAOOC's documentary group (four). It was agreed during the Games to provide one pool bib to a still photographer from the host broadcaster, bringing the pool bib distribution total to 57. Federation photographers who had pool privileges in the venues of their sport were given a non-pool bib imprinted with the pictogram of their sport, signifying their special status for that sport alone.

23.09.5 Photographers' positions in the venues

It was essential that the LAOOC provide proper positions for photographers with sufficient access and working room to produce good pictures. While photographers had been assigned to areas in the press seating sections or other difficult-to-work-in locations at previous Games, the Press Operations group was determined to bring the photographers close to the action while not disturbing the competition itself.

Planning for photographic positions began in November 1982, 20 months prior to the Games. A survey was made over a four-day period at 16 venues, with detailed discussions regarding four other sites. With a firm grasp of photographic requirements more than one and a-half years prior to the Games, the Press Operations group was able to speak forcefully on their behalf during the planning stages for each venue and in meetings with the technical delegates of the International Federation concerned and to reserve areas which had not been available to photographers in some prior Games.

In general, most sports required a field-of-play level shooting opportunity and a second, smaller position at an

elevated level to give an overall perspective of the playing area. Differences in regional photographic tastes had to be accommodated and the number of positions necessary depended not only upon the popularity of the sport but also on the event schedule of the Games. Requirements in Los Angeles fluctuated depending on potential conflicts with other, perhaps more important, events.

In order to acquaint photographers with their working areas, venue diagrams illustrating not only press interview zones, seating and working areas but also the photographic shooting positions were published in "Facilities for Journalists, Volume 2" in May 1984. Although it would have been preferable to distribute such a volume in January or February of 1984, the diagrams had a positive effect on the preparations of photographers coming to the Games. Information on venue lighting and color temperature conditions to assist photographers in film and lens selections were also published in both "Facilities for Journalists, Volume 1" (distributed in March 1984) and Volume 2.

The major concerns in the photographic working areas included positions for athletics, basketball, boxing, canoeing/rowing, gymnastics, shooting, swimming, weightlifting and yachting. Most of the other sports had sufficient positions to handle the photographers who attended, with space reserved on the field of play or just outside it, and an elevated position of some type, usually in a reserved section of the spectator seating areas. It was emphasized as well that photographers would be able to work from unoccupied seats in the spectator sections, as long as they were not disturbing spectators and would leave if a spectator holding a ticket for the seat being used by a photographer arrived. This required a close liaison with the leader of the stadium seating attendants, security guards and/or ushers, but was extremely effective in alleviating overcrowding in popular photo positions.

At the Los Angeles Memorial Coliseum, site of athletics, it was decided that due to the narrowness of the areas outside the running track, no moat would be built for the use of photographers. An early survey noted that a 42-inch depth (with a five-foot width) would have been sufficient, but no moat was planned. Instead, use was made of existing grassy areas along the home straight and on each of the curves. In addition, a four-row-deep section of spectator seating was reserved directly opposite the finish line. During most sessions of athletics, more than 150 photographers crowded into the Coliseum, with almost 100 concentrating in the area looking down the home straight toward the approaching runners. Already crowded by the placement of the awards platform nearby, photographers were squeezed into an uncomfortable but workable area where four rows of equipment and



30

30 A messenger uses a motorcycle to deliver film.

31 Fuji representatives use computers to track film.



31

32 LAOOC photographer Paul Slaughter drops off film to be processed by Fuji.



32

33 Fuji's film processing lab at the Main Press Center.



33

34 Photographers seek camera assistance at the Canon desk at the Main Press Center.



34



35



36

35 A representative of Fujireceives a film bag for processing.

36 A journalist boards a bus heading to one of the venues from the Main Press Center.

people were eventually set up. Remote cameras were situated on the ground, usually supported by short-legged tripods not higher than one foot off the grass surface. A first row of photographers was either seated on the ground or kneeling, while a second row sat on a two-foot high bench and used either hand-held cameras or cameras mounted on monopods. The use of monopods was enforced as some photographers took unfair measures in the early sessions to mount large tripods taking up two and three positions. The back row of photographers was standing and some did use tripods since no other photographers were in back of them. An early difficulty with the placement of two television cameras on risers in front of the photographers was eliminated after discussions with the host broadcaster resulted in the cameras being moved behind the photographers. Messengers and other auxiliary non-shooting personnel were required to stand back near the television cameras, behind the photographers. Technical delegates of the IAAF were concerned about the preservation of the protocol of the awards ceremony and required a physical restraint at the side of the awards area to prevent photographers from rushing the platform. This decreased the shooting area further but did preserve the appearance and dignity of the awards procedures. Although far from perfect, this main shooting position for athletics proved workable. Other positions in the Coliseum were fully satisfactory for photographic use. Of note was a specially-built elevated platform erected for the use of still photographers and unilateral world broadcaster cameras on the concourse level of the Coliseum, looking down the home straight. It was heavily used and its location behind the spectator seating areas made it unobtrusive.

At The Forum, site of basketball, there was considerable discussion over the use of photographic seating positions on the playing floor court ends. Eventually, it was agreed that four positions would be available on each side of the basket at each end of the court for a total of 16. Reserved seating for photographers was arranged with eight seats in the first row on each side of the basket on both ends of the court available for a total of 32 and a total floor level seating capacity of 48. For the men's gold medal game, an increase in the on-the-floor positions to 22 was arranged without difficulty and ten more positions could have been made available without

substantial additional strain on the court area. The venue press chiefs responded to the great interest in the on-the-playing-floor positions by instituting a sign-up procedure for the on-the-floor positions not taken up by the IOPP or NOPP. Sign-ups established a priority order for replacing photographers who left any of these positions. Photographers cooperated with this system and often gave on-the-floor positions up after a few minutes to allow a colleague to shoot from the same area.

At boxing, ringside positions were available only to the pools. Non-pool photographers had positions arranged at the back of the press seating areas, located on the floor-level bleachers. Although some doubt had been voiced as to whether these positions would allow a view over the top ring rope, they proved to be adequate. A secondary set of positions was established on the concourse level, looking down into the ring from areas not being used by handicapped spectators.

Positions for canoeing and rowing were made difficult by the use of an existing lake which provided few areas for photographers to stand while following the races. The host broadcaster agreed to allow three photographers and a photo marshal on each of the three stationary houseboats it was using on the course and additional positions were arranged for head-on views as well as a position opposite the finish line on the shore. Photographers did not make much use of the houseboats, since they had to remain there during the entire competition period and were, therefore, unable to photograph awards ceremonies. Most of the photographic interest was limited to the shore area, directly across from the finish line and near the awards platform. There was sufficient space to accommodate everyone and photography proceeded smoothly at this site.

Gymnastics was going to be one of the most-photographed sports in the Games. In preparation, the LAOOC set up reserved walkway areas along the sides of the competition podium and also at the end, on the lower lip of the press seating platform. On the peak day, 160 photographers crowded into the area without substantial difficulty. Their ability to get coverage of the various apparatuses from three sides of the podium proved to be fully sufficient.

The shooting venue suffered from a common problem in the construction of the range houses. Although the targets were outdoors, the shooting area was roofed, affording some relief from the heat for the competitors but completely hindering photographers' ability to photograph the shooters. Photographers did their best in these areas and asked some of the competitors to pose after completion of their rounds. This caused no problems and other opportunities for taking pictures were available in the skeet and trap events, which were held completely outdoors.

Summary of venue lighting conditions

Sport	Venue	Balance	Footcandles	Light type	Color temperature
Indoor venues:					
Basketball	The Forum	Daylight	80-125	Metal-Halide	5400-5800 K
Boxing	L.A. Sports Arena	Tungsten	80-125	Incandescent	2830-2930 K
Fencing	L.B. Terrace Theater	Tungsten	64-80	Incandescent	3100-3200 K
Gymnastics	Pauley Pavilion	Tungsten	80-125	Incandescent	2910-3330 K
Handball	CSU Fullerton	Daylight	64-125	Metal-Halide	6150-7200 K
Judo	CSU Los Angeles	Daylight	160-250	Metal-Halide	5320-5600 K
Volleyball	Long Beach Arena	Daylight	160-200	Metal-Halide	3900-4800 K
Weightlifting	Gersten Pavilion	Tungsten	160-250	Incandescent	3090-3530 K
Wrestling	Anaheim Convention Center	Daylight	125-250	Metal-Halide	5750-6300 K
Outdoor venues:					
Athletics	L.A. Memorial Coliseum	Daylight	N/A	Metal-Halide	5600 K
Baseball	Dodger Stadium	Daylight	N/A	Metal-Halide	4000 K
Football	Rose Bowl	Daylight	N/A	Metal-Halide	4000 K
Water Polo	Pepperdine University	Daylight	N/A	Metal-Halide	4000 K

Swimming had been one of the most vexing venues for photographers in past Games. Although shooting positions close to the deck are required, Olympic photographers, with the exception of pool photographers, had never enjoyed positions on the deck level. Trial deck positions for photographers during the 1983 events proved successful, although FINA objected to the aesthetic appearance of the photographers, who were not clothed all in white as were all FINA deck officials. A compromise was reached when a restricting fence was planned, with an opening of approximately 18 to 24 inches beginning at the four-foot level, allowing photographers to shoot through the glassless opening. With 50 yards of cleared area all along the poolside, photographers had an opportunity for coverage not available at prior Games. However, late changes in the spectator seating plan at the venue caused the addition of staircase exits for fire safety purposes. Since these were placed within the photo runway area, the available space was reduced by almost 60 percent. This caused intolerable crowding in the first afternoon session, which was corrected after consultation with the local fire officials the next day. Adequate room was available for an average of nearly 140 photographers present for the afternoon sessions.

At weightlifting, photographers had traditionally been placed at the sides of the lifting platform and had no access to positions in front of the lifters, eliminating any possibility of photographing the lifters against a backdrop of the scoreboard, a dramatic image. Because of the layout of the platform area, photo positions at the side of the platform were limited to five on each side for a total of ten.

Additional positions were available, however, in front of the lifters and against the scoreboard backdrop. The difficulty came, however, in the blocked line of vision between the photographers and the platform because of the position of the International Federation officials. This difficulty was never actually resolved, though, because these officials were not always present and the photographers' vision was only occasionally obstructed. An auxiliary photographic position was set for ten persons at the back of the venue, on either side of the main television camera platform, and this helped to a minor degree. It would have been better to have built the photo seats with a slight elevation to eliminate the problem of trying to look through those people seated directly in front of the photographers.

Yachting required the use of photographer boats, which were small enough to work relatively close to the competitors and marks without causing problems of disruption or wake. Eight boats carrying four persons each had been planned (total: 32) but the greater-than-anticipated interest in photographic coverage led to the addition of two more boats, which were assigned to the two courses in which there was the greatest interest that day. Thus, the actual total was 40, with all boats following the competitors from approximately 50 yards away. With the immense interest in this sport, photo

positions on these boats were assigned on a first-come, first-served basis, with overflow media assigned to the press boats which were stationed 100 yards away from the competitors. The idea of placing small barges at some of the major marks was considered very late but dropped because of lack of time to build and anchor the devices properly.

For the Opening Ceremonies, all photographers were admitted and assigned, via tickets, to specific shooting positions in the Coliseum. Photographers were required to report to the Coliseum area and be escorted to their positions at 1300 hours for the ceremonies beginning at 1630 hours. Each group was escorted by LAOOC photo marshals to its area and set up calmly and without incident long before the beginning of spectator entry. The calm and precision with which this was accomplished gave the photographers confidence that the LAOOC had properly prepared for their needs.

Equally important in gaining the confidence and respect of the photographers was the all-photographers meeting held in the main interview room of the Main Press Center on 26 July 1984, two days prior to the Opening Ceremonies. The IOC Press Commission member responsible for photography and the LAOOC's manager of photographic services were present to explain the basic guidelines for photographic coverage of the Games and in particular for coverage of the Opening Ceremonies and other events which would require ticketing. With 475 persons in attendance, this meeting provided a valuable forum for the organizers to set the tone for the days to follow.

Lighting of the venues varied depending upon the existing installations and the additions made by television. The LAOOC's list of venue lighting specifics published in "Facilities for Journalists," Volumes 1 and 2, helped to prepare photographers for conditions in Los Angeles and Fuji delivered an additional, more detailed listing, with color-correcting factors, a few days into the Games. Lighting conditions were generally about 125 footcandles (1345 lux) and the LAOOC contracted to have all interview rooms set at that level, with tungsten balance. Interview room lighting usually required four to six lights each, with two power circuits of 100 volts a. c., each with a 30-ampere capacity.

23.09.6 Camera repair

The LAOOC concluded an agreement for camera repair services in May 1980 as part of a sponsorship agreement with Canon, U.S.A., maker of 35 mm camera equipment. Canon agreed to provide camera repair services for accredited photographers to the Games, including a camera loan program and repair facilities at the Main Press Center and at other venues as deemed necessary.

Canon set up its main service bureau at the Main Press Center in a 4,801 sq. ft. (446.25 sq. m) area, with space for calibration, cleaning and repairs, a photographer's lounge and its equipment loaner program. Canon personnel provided repairs for all brands of photographic equipment, subject to the availability of parts. Equipment which required extensive repair was held in the workshop area and photographers were free to use the equipment loaner program. Canon camera bodies, with and without motor drives, and a wide variety of lenses were available to accredited photographers on a first-come, first-served basis. Canon's main service bureau was open from 0900-1800 hours from 14-24 July and from 0600-2400 hours during the period 25 July-12 August.

Auxiliary service centers providing repair services only were located in the sub-centers at athletics/boxing, fencing/volleyball, gymnastics/UCLA Village and at the swimming/USC Village site. Hours of operation were generally 0900-1800 hours during days of competition at those sites only. Use of these stations was very light.

23.09.7 Film processing

The task of film development and related services for accredited photographers was undertaken by Fuji Photo Film Co., U.S.A., under a sponsorship agreement signed with the LAOOC in November 1981. Fuji also agreed to donate a limited amount of

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its film to the LAOOC for its own use while the LAOOC agreed to provide the raw space necessary for the construction of the film processing lab within the Main Press Center.

Fuji's laboratory of 15,962 sq. ft. (1,483.5 sq.m) was believed to be the largest in Olympic history and offered film processing, film sales, film viewing and private darkroom services to the accredited photographers at the Games. In all, Fuji processed 43,260 rolls of film during the Games and made 5,837 color prints in the 8 x 10-inch size.

Available processing services included 120 or 135 size black-and-white film, with one-stop push processing available for most film and two-stop push processing available for Fuji Neopan 400 and Kodak Tri-X-Pan film only. Color negative film processing was available for the 135 size only, using the CN-16/C-41 process with no push processing available. Color reversal film could be handled in either the 120 or 135 size, using the CR-56/E-6 process only, with one-stop pushing available for most film and two-stop pushing available for Fujichrome RSP (daylight) and RBP (tungsten) reversal film and Kodak E-6 compatible reversal film. Duplicating film compatible with the E-6 process was handled in the 135 size only, in lengths up to five feet/160 cm. Full-frame, glossy-finish color prints in the 8 x 10-inch format were available from 135-size original negatives only and were produced with border with an image coverage of 16.2 cm by 24.4 cm and with a 3.6 cm white space at the bottom for captions. Prints cost \$3.50 U.S. each, payable at the time of pickup.

Most of the photographers requested processing for color reversal (transparency) film, as 33,022 rolls were processed (5,292 from 14–27 July and 27,730 from 28 July–13 August) versus 6,067 rolls of color negative (print) film (1,312 and 4,755), 4,171 of black-and-white (1,055 and 3,116) and 5,837 color prints (770 and 5,067). Push processing for color reversal and black-and-white film was popular; 69.4 percent of all reversal film was push processed and 65.6 percent of all black-and-white film was pushed. Although a priority processing system had been set up for film taken by the IOPP and NOPP to ensure processing within two or three hours, Fuji managed to process all color negative and color reversal film turned into its lab within that period, with black-and-white film usually available within one hour. It had been expected that most processing would require a three to five hour turnaround period. All film was returned uncut in plastic sleeves.

Photographers were required to place their film inside specially-made Fuji envelopes for processing. These envelopes were manufactured in different colors marked for highest (AAA), secondary (AA) and lesser priority (A). Highest priority was assigned to the IOPP and NOPP, the IOC's photographer, the LAOOC's documentary and staff photographers and federation photographers. Secondary priority was assigned to the international agencies (AFP, AP, EPU, Tass and UPI), with all other media in the remaining category. Duplicating film had the lowest priority. Processing envelopes had space for each photographer to note his name, organization and the type of film enclosed with any processing instructions. Each envelope was identified by a six-digit number and a bar code matching that number, which was read by Fuji's computerized film log system, which tracked the progress of all work turned into the Fuji MPC lab. A claim tag system forming an audit trail of the film envelope as it progressed from the venues to the lab and back into the hands of the photographer was established for use by the photographer, LAOOC venue sub-center, LAOOC Main Press Center film drop depot and Fuji. Photographers were required to produce their claim tags in order to claim any processed film. The computerized tracking system worked well and very few rolls of film were reported missing, although about 60 rolls of processed film were never picked up.

Fuji further assisted photographic media with its film sales counter, at which were sold 12,681 rolls of film, in addition to the 10,000 rolls of Fujichrome tungsten film which were given away to accredited photographers.

Auxiliary services available to the photographic media included 25 light tables and six projection areas for editing of processed film and individual darkrooms for do-it-yourself processing and printing. Twenty-one darkrooms were available for two-hour increments free of charge on a first-come, first-served basis. Fifteen darkrooms had facilities for developing black-and-white film and making black-and-white prints, including sink, film dryer, enlarger (with easel, 50 mm and 75 mm lenses and timer), print processing trays and print dryer. Six darkrooms had facilities for making black-and-white prints only, including sink, enlarger, print processing trays and print dryer in four, with two larger darkrooms equipped with two enlargers and one automatic print processor each plus a sink, print processing tray set and print dryer. Chemistry was provided in liquid form at no charge, including a D-76 type film developer, D-72 type print developer and Kodak Rapid Fixer fixing solution. Film development tanks and other enlarger accessories were available for use at no charge at the darkroom rental counter. Printing paper was not supplied but was sold in

three contrast grades in 20-sheet packages at the Fuji sales counter, or photographers were free to bring in their own brands.

Fuji SD690 enlargers were provided for use by agencies which had arranged for their own darkrooms. A total of 36 such enlargers, equipped with 25 x 30 cm easel, 50 mm and 75 mm lenses and timer, were made available, with 32 used by various organizations. Four of the enlargers were used by the LAOOC at the remote film processing trailer at Lake Casitas.

The Fuji MPC lab was open from 14 July to 14 August, and accepted film for processing up to 1900 hours on 13 August. From 14–22 July, the lab was open 0900–1900 hours daily and open 0900–2100 hours daily from 23–27 July, 0700–0200 daily from 28 July–12 August, 0700–1900 hours daily on 13 August and 0800–1000 hours on 14 August for pick-up of developed film and prints only.

The LAOOC provided a small laboratory at Lake Casitas for the use of photographers covering the rowing and canoeing competitions. This lab was located in a trailer behind the grandstands. Used occasionally by most photographers, but heavily by one wire service, the trailer was installed to meet the needs of those media who did not have time to send their film to Los Angeles for development at the MPC, then wait for development before printing and transmission. The lab at Lake Casitas was self-service and was equipped with four sinks, film developing tanks and timers, four enlarging stations courtesy of Fuji (each with easel, lenses and timer), stabilization processor (courtesy of the Associated Press) and a small light table. Photographic chemistry was provided in liquid form at no charge.

The LAOOC carefully tested the sensitivity of the high-speed film available against the X-ray equipment used to scan the bags of those entering the Olympic Villages and found that no fogging occurred, even after repeated uses. The tests were conducted with the cooperation and guidance of both the IOPP and NOPP representatives in Los Angeles in April 1984.

23.09.8 Transportation of film

The vital link between the photographic positions in the venues and the Fuji laboratory in the Main Press Center was an organized system of speedy transportation for film. Without such a link, the speed of the Fuji development process could only have served to help save lost opportunities because of slow delivery to the processing area.

After considering several alternatives such as messengers on the press bus system and some conventional messenger services using automobiles, the LAOOC decided to examine the possibilities of using motorcycle-mounted messengers as a faster way to deliver exposed film picked up from a single point at each of the venues. In this way, the messenger would only have to report to a single place, pick up the film and ride back, with the ability to sift through traffic more quickly because of the motorcycle's smaller size.

An agreement was reached with a motorcycle messenger group in early 1984, providing for 40 riders and additional auxiliary staff, as necessary, available from 23 July–12 August 1984, using motorcycles provided by the LAOOC. The Organizing Committee also agreed to provide fuel, early access to the motorcycles for testing and training purposes, appropriate accreditation for the riders and auxiliary staff, as necessary, office space at the Main Press Center, reserved parking at the MPC and uniforms for the riders.

A schedule was worked out, sending riders to venues at designated times during each day of competition for a maximum of 35 riders, with five held in reserve. Larger venues had scheduled pick-ups every one to two hours, while less popular sports had pick-ups scheduled once or twice per competition session. This proved satisfactory for all groups except the IOPP and its members, AP, EPU and UPI. Noting their special needs and transmission times for certain key events, it was arranged for the IOPP/members to have three "wild card" pick-ups per day, at the venues and times of their choice. After the daily meeting of the IOPP team leaders each afternoon, they informed the LAOOC of their desired additional pick-up venues and times and the information was passed on to the motorcycle messenger service dispatcher. The venue press chiefs at those venues were notified as well through the Electronic Messaging System of the additional pick-ups so that they could plan accordingly. These measures proved successful in meeting the needs of the IOPP and its members.

At each venue, it was important that the film be properly collected, counted and ready for the motorcycle pick-ups at the designated times. In order to keep the messenger on the road rather than at the venue, each venue press chief assigned intra-venue messengers to visit each photographic position at designated intervals to collect photographers' film. Film had to be sealed in Fuji or agency envelopes and marked with at least the name of the photographer involved. All film was returned to the venue press sub-center and combined into specially marked

nylon bags used for film transport. Fuji envelope claim tags for the sub-center were removed and the shipment was handed to the motorcycle messenger on arrival for return to the MPC. Although the internal messengers were uniformed and became familiar to many of the photographers after a short period, it would have been helpful to place some additional identification on them, such as a photo-type bib/ vest, noting their responsibility for film pick-up. The venue press chief at any venue had the authority to hold a motorcycle messenger until another round of internal pick-ups had been made and this occasionally resulted in a late return to the MPC. Generally, however, the pick-up and return of film was quite rapid.

Upon return to the MPC, the motorcycle messenger delivered the film bag to the LAOOC's film drop point in Yorty Hall. LAOOC staff members sorted the film delivered into two groups: those sent in Fuji envelopes and ready for delivery to the Fuji lab for processing and those sent in the envelopes of particular news agencies. The film sent in Fuji envelopes was delivered to the Fuji lab immediately, while film in agency envelopes was sorted by agency and delivered to those agencies for their own handling. This program proved to be dependable and fast and left the handling of film in the trained hands of the LAOOC, rather than with the motorcycle messenger or the Fuji lab, especially for those rolls delivered in agency envelopes.

The motorcycle messenger office in the MPC served as a dispatch office, meeting place, payroll office and rest area. The room was equipped with EMS and telephone equipment and radio communications proved unnecessary. Fewer than five United States newspapers and magazines used their own messenger services, working with access passes to pick-up film at designated points. No foreign agencies used their own messengers, although the NOPP employed eight off-duty police officers for this purpose and had great success.

23.09.9 Use of photographers for record purposes by the LAOOC

The LAOOC faced thorny problems in trying to fulfill its own photographic needs for the Games. While a wealth of images of the competition and ceremonies of the Games would be available from the IOPP and NOPP, photographic records of the administrative and other behind-the-scenes areas had to be covered as well. In addition, the LAOOC had its own requirements for coverage of items in full view of all photographers, but in which there was little interest on the part of most photographers, such as the competition equipment and technology devices on the field of play and the uniforms worn by the LAOOC's staff on the field and in the stadium. While the LAOOC had arranged for a staff photographer since mid-1983, the amount of coverage possible by a single individual was obviously limited.

Moreover, many of the LAOOC's sponsors and suppliers had demanded photographic and press accreditations, required to record images necessary for use by those organizations. Although the LAOOC referred all such matters to the NOC of the United States, it was clear that such accreditation requests would almost certainly not be granted.

In late 1983, the LAOOC contracted with Long Photography, Inc., a Los Angeles-based photographic firm which was well known in sports photography circles. Under the agreement, Long provided two photographers to act as a documentary group and photograph the activities of the LAOOC from 25 June to 17 August 1984. These photographers worked on a scheduled basis under daily assignment by the LAOOC to record all relevant activities of the LAOOC, including venue construction, village operations and areas which not only were uncovered by the accredited photographic media for the Games, but were also inaccessible to such media, for example, drug-testing stations. They were accredited during the Games as LAOOC staff members. In addition, Long formed another group of seven photographers to act as a service bureau for requests from non-accredited or insufficiently-accredited news media and LAOOC sponsors and suppliers for coverage of the Games and to provide additional photography for the LAOOC for use in its own publications and in the *"Official Report of the Games of the XXIIIrd Olympiad."* The offering of services to sponsors and suppliers was in accordance with a pre-established rate card of Long, ensuring that clients of the Long group would not be subject to price changes close to the time of the Games. The LAOOC protected itself against crowding in the major venues through this service group by including a contractual requirement that no more than one of these seven photographers be present in any one venue at any one time. The LAOOC agreed to provide logistical support including accreditation, communications equipment, office space at the MPC, parking and priority processing for the Long group.

Long also agreed to provide lighting equipment and installation for all of the LAOOC's formal interview rooms at the venues.

Assignments for the documentary group were completed in mid-June and shooting began on schedule on 25 June.

Unusual photographic opportunities and talents led the LAOOC to accredit two additional photographers close to the time of the Games. The Organizing Committee agreed to allow one photographer into only the Coliseum for the Opening Ceremonies, athletics competition and Closing Ceremonies, shooting solely from a single elevated position during each event. Shooting from the west end during the Opening Ceremonies and from the top of the peristyle during Athletics, this photographer took a remarkable set of photographs which was made available to the LAOOC for its own use at no charge. A second photographer was accredited to photograph only the design and Look elements of the Games, again producing remarkable results. In all, the LAOOC accredited nine photographers with "EP" badges and two additional documentary photographers as staff in addition to its already existing two-man staff photo team.

23.09.10 Analysis of photographic services

The Organizing Committee provided a high standard of photographic services for accredited photographers. Working photo positions generally provided a clear view of the competition and were amply spacious to accommodate almost everyone who wanted to work at any particular site. In addition, all photographers were able to shoot the Opening Ceremonies, despite the lack of photographers' pit or moat as is now common in stadiums constructed today. Camera equipment support in the loan and repair areas was fully sufficient. Fuji's efficient film processing and host of additional services set a new standard in Olympic photographic service levels. Film transport was usually dependable and was sufficiently flexible to allow the return of film marked for use by the LAOOC's film processing sponsor or by an individual agency at the Main Press Center. The organizers also settled their own photographic needs by cooperative agreement with the International and National Olympic Photo Pools and alleviated unnecessary anguish over documentary and sponsor service problems by contracting with a leading sports photography firm and placing rigid requirements on that firm in order to control its activities.

Planners of future Games may find it worthwhile to consider some of the difficulties encountered and solutions offered in Los Angeles:

- Photographers are the most challenging segment of the written media. They require a better view than the highest-paying spectator, more personal working room than their journalist colleagues, better lighting than their television brothers and special assistance in the collection, delivery, processing and transmission of their film and pictures. They are well-known for their sometimes uncooperative attitude, unkempt appearance and

for a competitive nature which borders on paranoia vis-a-vis their fellow professionals. Yet, when given the opportunity, they can capture images which cannot be described in words but convey our experiences with perfect clarity. It is the task of the organizers to provide these opportunities by educating the photographic media through provision of detailed information well in advance so that both sides are well prepared for cooperation during the time of the Games. This was the view of the LAOOC and the minimal difficulties which arose during the Games can be directly attributed to this perception of the needs of the photographers at an early stage.

- It is crucial to understand the limits of the photographic positions in the stadiums and to allow for photographic accreditation accordingly. The greatest pressure put on for accreditation was by photographers, with each additional credential placing more strain on the prime positions at athletics, gymnastics and swimming.
- A meeting of all photographers just prior to the start of the Games such as was held in Los Angeles is very beneficial. Many of the rumors and misunderstood fine points regarding the photographic services at the Games can be explained and illustrated. Such a meeting is an excellent opportunity for the organizers to build confidence in themselves among the photographers by clearly explaining the relevant procedures and responding to the questions and requirements of the attendees. Photographer discipline is much easier to impose after the guidelines have been clearly enunciated within 48 hours of the start of the Games.
- Understanding of the pool and non-pool concept is very important. The pools can provide a rich source of photographic images for use by the organizers, especially from the NOPP, which is selected by the organizing committee. It is also important to note what the pools cannot or will not do, especially in the behind-the-scenes areas. Complete coverage for the organizer will depend on a combination of pool photography and the recruitment of a quality photographic team to record with precision the activities surrounding the on-the-field events of the Games.

- Although the LAOOC managed to provide adequate photographic positions in the Coliseum, it is highly recommended that a moat or photographer's pit be made available in the main stadium. Had the Coliseum been slightly different in configuration outside the running track, the LAOOC would have built a pit approximately five feet wide and 42 inches deep along the home straight and a similar dugout at the beginning of the first turn, looking down the final straightaway. That position proved to be the most difficult in the entire Games for the photographers, the photo marshals and for the International Federation concerned. The elevated platform available for shots down the home straight proved worthwhile.
- Careful liaison and planning with sponsors providing equipment support and film processing will result in fully satisfactory performances in most cases. The LAOOC worked very closely with both Canon and Fuji and was fully rewarded with excellent performances by both in their areas of service.
- Transportation of film is always difficult, even under the best circumstances. It would have been worthwhile to give the intra-venue messengers who picked up film from photographers some sort of identification, such as a photographer's bib marked to identify that person for film pick-ups. Otherwise, many photographers are too busy shooting to notice another one of the many staff people from the Organizing Committee in their area, even when the photographers are well aware of the film pick-up schedule.

23.10 **Press Operations: Transportation**

23.10.1 **Conceptual plan of service**

With competition sites spread across the vast Southern California area, transportation was one of the toughest challenges awaiting the LAOOC. Commuting between sites was difficult enough during non-Olympic periods for those familiar with the local area but figured to be even more troublesome for foreign media who were not familiar with the local system of freeways, ramps and streets. Knowing that parking would be severely limited at most sites, the LAOOC wanted to provide a transport system for the journalists which would meet their requirements and keep them from renting cars and requiring parking spaces. Such a plan would reduce traffic generated by media-related

vehicles and alleviate the confusion of foreign media learning to negotiate the Los Angeles area freeway and street system.

Development of the transport system moved along slowly until September 1983. Many types of programs were suggested, including bus systems, large parking areas well removed from the venues with special shuttles, subsidized taxi fares and others. It was ultimately determined that the system which would provide the greatest service to the largest number of people would be a simple bus system, moving media from their accommodations to their central work places and then to the necessary venues and villages. This system was offered free of charge to all media.

Although some media would certainly rent cars, their number could be reduced with a dependable bus system. Parking requirements were similarly reduced, anticipating that car rentals by journalists would go down.

23.10.2 **Bus system**

Once buses were decided upon as the main vehicle of transport, the system parameters had to be outlined. The basic idea was to eliminate almost all need for journalists to use private cars for their work at the Games. Thus, the journalists had to be transported between their accommodations and the Main Press Center as well as to the venue sites. Because the MPC would serve well as the central dispatching point, the system took basic shape with transport from hotels to the MPC, then from the MPC to the various venue sites. The service required reflected the number of media expected at each site, as determined by the number of seats in the press areas at the venues as well as the timing of the competition sessions. It made little sense to service venues during long between-session breaks or when closed. Conversely, large venues needed frequent service over long periods to bring the many media requiring transport there.

Most media needed to arrive somewhat prior to the start of any session and leave well after, with time to file their reports at the venue sub-center. It was determined that some photographers would like to arrive approximately two hours prior to the start of a session, while most media could probably finish their reports roughly two hours after a session was completed. These were the outside parameters of the system, which also took into account that some media would leave an event midway through and require transport elsewhere and that many would leave the venue immediately after completion of a session.

The eventual system schedule featured continuous, shuttle-type service to the larger venues and occasional service to the smaller ones. The composite below shows the longest hours recorded during all days at a particular site; for example, transport from the MPC to the baseball venue at Dodger Stadium ran 1330–2200 hours on four days, 1030–1900 hours on three days and 0730–1600 hours on one day, thus the earliest/latest times were 0730–2200 hours, which was not offered on any single day.

Another route was added to modify route (4) on 5 August in order to assist media covering the cycling Team Time Trial at the Artesia Freeway.

Media service from their accommodations to the MPC was emphasized in the morning and late evening (post-competition) hours, when media were coming to the MPC and then leaving it for the day. Transportation was offered only to the LAOOC's press hotels and student residences. Media staying at accommodations arranged without LAOOC assistance had to meet the buses where they were scheduled. Service ran from 14 July to 14 August, with hotels blocked into groups for maximum efficiency and the least amount of confusion for the journalists. Los Angeles International Airport-area hotels were grouped into two service routes of three hotels each. Service was provided from 0600–2400 hours on an hourly basis from 14–19 July and on 14 August. Service from 20–28 July was run from 0530–2400 hours, with hourly service beginning at 0600 hours, and half-hourly service from 0530–0930 hours and 1830–2330 hours. Service from 29 July–13 August was run on a 24-hour basis, with additional service on the half-hour between 0530–0830 hours and 1830–0130 hours. The travel times ranged from 34–63 minutes, depending on which stop one boarded. No service was offered on 15 August, since almost everyone was leaving and these hotels featured free or low-cost shuttle service directly to the airport.

Service in the downtown Los Angeles area was similar. Three groups of two, three and four hotels were established. Two of the routes had service every two hours from 14–19 July and 14–15 August, from roughly 0600–2400 hours, with service every hour from 0600–2400 hours during the period 20–28 July. Service was hourly on these routes around the clock from 29 July–13 August. Since many journalists could simply walk to these hotels, it was felt that more frequent service was not necessary. In contrast, the downtown foursome of the Mayflower Hotel, Los Angeles Hilton Hotel, Figueroa Hotel and Holiday Inn/Convention Center had 693 rooms reserved for print media and 320 for Canadian television personnel, requiring very frequent service in order to move everyone in a timely fashion. The route was run from 0600–2400 hours from 14–19 July and on 14–15 August, with service every 30 minutes. From 20–28 July, service was provided every 15 minutes from 0600–2400, while from 29 July–13 August, service was offered every 15 minutes 24 hours per day. Travel times at all downtown hotels to the MPC ranged from two to 14 minutes, depending on which stop one boarded.

Service to the student residences at Occidental college was arranged on an hourly basis from 14–19 July and on 14–15 August with half-hourly additions between 0530–0930 hours and 1830–2330 hours from 20–28 July. From 29 July–13 August, 24-hour service was offered on an hourly basis, with half-hour additions between 0530–0830 hours and 1830–0130 hours. Travel times ranged between 26–30 minutes.

Service from the Los Angeles International Airport (LAX) to the MPC (and the MPC accreditation center) was judged important since journalists would get their first impression of Los Angeles (and the Organizing Committee) at LAX. A questionnaire was sent to National Olympic Committees by mail and telex in June 1984, asking when they would be arriving, including flight number and time, if available. This information helped to pinpoint the proper arrival pattern and buses were sent to greet arriving journalists at LAX from 14–28 July only. Media arriving after that period had to make their own arrangements to get to the MPC. Media not living in downtown hotels were also provided with transport to LAX from their hotels from 12–15 August simply by reservation at the transportation information desk at the MPC. A total of 905 media chose to use the free shuttle to LAX.

A shuttle bus between the MPC and International Broadcast Center was run for electronic media coming from the IBC and needing venue transportation and for journalists who also worked with broadcast organizations. This service ran every 60 minutes from 0630–2330 hours from 14–26 July and on 14 August, with additional even-hour service from 0700–0900 hours. During the period of 27 July–13 August, the service ran hourly on the same schedule with increased even-hour service from 0600–0900 hours and 1800–2400 hours.

All media with category "E" accreditation badges were eligible to ride the system; badges were checked upon boarding. Schedules were printed in a special handbook for media and updated schedules were available on EMS. Although the buses ran as scheduled, additional buses were available if the ridership demand warranted it. This back-up system ensured that sufficient service would be available for the most popular events and that crowding would not be a problem, key factors in building journalist confidence in the system.

In addition to this basic venue service, it became obvious that media wishing to travel among the southern venues would be wasting hours by having to come back to the MPC to change routes. A small venue-to-venue system was developed, operating only on those days when events took place at those venues, making venue-to-venue service necessary.

Media transport schedule summary

Site/Sport	Schedule	Travel Times (Duration and Earliest-Latest)	Sport/Site	Schedule	Travel times (duration and earliest-latest)
Archery: from MPC from El Dorado Park	8-11 August only Departures 3 times daily Departures 3 times daily	50-60 minutes 0700-1330 1345-1930	Gymnastics/Tennis/UCLA Village: from MPC to UCLA to MPC	14-20 July / 13-14 August Departures every 120 minutes 21-28 July / 12 August: Departures every 60 minutes 29 July-11 August: Departures every 30 minutes	40-45 minutes 0800-1930 0800-1930 0630-2200
Athletics/Boxing and Swimming/ USC Village: from MPC to Exposition Park to Swimming/USC Village to MPC	14-20 July: USC Village only; Departures every 120 minutes 21-17 July/13-14 August: all stops; Departures every 60 minutes 28 July-12 August: all stops; Departures every 15 minutes	15-20 minutes 0800-2000 0800-2000 0600-2300	Handball/Preliminaries: from MPC from CSU Fullerton	31 July-10 August only Departures 4-5 times daily Departures 4-5 times daily	75-85 minutes 0730-1600 1500-0100
Baseball: from MPC from Dodger Stadium	31 July-7 August only Departures every 60 minutes Departures every 60 minutes	25-35 minutes 1030-2200 0815-0100	Handball/Final: from MPC from The Forum	11 August only Departures every 60 minutes Departures every 60 minutes	35-40 minutes 1125-1600 1215-1900
Basketball: from MPC from The Forum	29 July-10 August only Departures every 30 minutes Departures every 30 minutes	40-45 minutes 0630-2230 0715-0115	Hockey: from MPC from East L.A. College	29 July-11 August only Departures every 90 minutes Departures every 90 minutes	30-35 minutes 0530-2100 0615-2400
Canoeing/Rowing: from MPC from Lake Casitas	30 July-11 August only Departure once daily Departure once daily	135-140 minutes 0400 1230-1330	Judo: from MPC from CSU Los Angeles	4-11 August only Departures every 60 minutes Departures every 60 minutes	25-30 minutes 1330-1900 1415-2145
Cycling/Indiv. Road Race: from MPC from Mission Viejo	29 July only Departure 4 times Departure 4 times	110-120 minutes 0540-1030 1230-2000	Modern Pentathlon: from MPC from Coto de Caza	29 July-1 August only Departures 2-4 times daily Departures 2-4 times daily	95-130 minutes 0500-1700 1310-0210
Cycling/Team Time Trial from MPC from Artesia Freeway	5 August only Departure every 60 minutes Departure every 60 minutes	40-45 minutes 0600-1400 0710-1510	Shooting: from MPC from Prado Rec. Area	29 July-4 August only Departures 3 times daily Departures 3 times daily	90-95 minutes 0600-1200 1300-1730
Cycling/Velodrome: from MPC from Velodrome	30 July-3 August only Departure every 60 minutes Departure every 60 minutes	35-45 minutes 0715-1400 0815-1700	Swimming/Water Polo: from MPC from Pepperdine	1-3, 6-7, 9-10 August only Departures 6 times daily Departures 6 times daily	70-90 minutes 0520-1730 1130-2400
Equestrian / 3-Day Endurance: from MPC from Fairbanks Ranch	1 August only Departure once Departure once	205 minutes 0600 1900	Weightlifting: from MPC from Loyola Marymount	29 July-2, 4-8 August only Departures every 60 minutes Departures every 60 minutes	35-45 minutes 0715-1900 0900-2235
Equestrian/Santa Anita: from MPC from Santa Anita:	29-30 July / 3-4, 7-10, 12 August Departure 4-6 times daily Departure 4-6 times daily	55-60 minutes 0500-1500 0630-2000	Wrestling: from MPC from Anaheim Convention Center	30 July-3, 7-11 August only Departures every 60 minutes Departures every 60 minutes	95-100 minutes 0830-1800 1015-2230
Fencing/Volleyball/Yachting: from MPC from Long Beach	29 July-11 August only Departures every 30 minutes Departures every 30 minutes	55-60 minutes 0600-2130 0715-0100	UCSB Village: from MPC from UCSB	14 July-11 August only Departures once daily Departures once daily	195 minutes 1000-1100 1700-1800
Football/Rose Bowl: from MPC from Rose Bowl	29 July-3, 5-6, 8, 10-11 August Departures every 15 minutes Departures every 15 minutes	50-55 minutes 1600-1900 1810-2350			

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The buses used were non-air-conditioned school buses, which proved satisfactory given the generally mild weather experienced during the period. Media expressing a desire for air-conditioned buses stated that it was necessary only on rides of more than one hour. The school buses usually carried 52 adults, but the expected capacity was lowered to 40 in view of the bulky equipment carried by many media.

A total of 250 school buses carried news media, with 191 assigned to the MPC for primary and back-up duties, 45 to the IBC and 14 to the LAX area and later to the venue-to-venue service in the southern venue area. In all, it is estimated that 196,580 passenger trips were made, with capacity reached only near the end of the Games, with 110,000 trips between the MPC and the venue sites. The bus system proved so efficient and reliable that many journalists who had rented cars and paid for parking preferred to take the buses and left their cars at their hotels or at the MPC. At Games end, almost 7,000 persons (about 80 percent of the media accredited) were using the buses regularly.

Journalists also had riding privileges at no cost on the regularly scheduled buses of the Southern California Rapid Transit District (SCRTD). These privileges did not extend to the SCRTD's specially arranged Olympic bus routes, which carried spectators from remote lots to the event sites.

23.10.3

Car rental and usage

Even though the LAOOC strongly preferred to have media ride the transport system set up for their use, it was clear that some media would require their own private vehicles. Some needed to move equipment from a remote Los Angeles location to the Main Press Center, while others, such as photographers, had heavy equipment for use in the venues.

The LAOOC worked with its official rental car agency, Budget Rent-A-Car, to make automobile rentals available at reasonable rates. On the agency facilities questionnaire distributed in August 1983, rentals were available in compact, full-size and luxury models, as well as station wagons and vans at weekly and monthly rates. Twenty-nine cars were rented by 12 agencies through the agency facilities form:

- Three agencies rented four compact cars
- Ten agencies rented 19 full-size cars
- One agency rented three station wagons
- One agency rented three vans

All of these cars were picked up at Budget's Los Angeles International Airport lot and were returned there.

At the Main Press Center, Budget staffed a booth in the lobby from 0700 to 2100 hours each day except Saturday which was staffed from 0700-1800 hours. Cars were available for rent, at preferential rates, to media possessing valid driver's licenses in their countries of origin, passports and either a cash deposit or valid credit card. Orders were relayed to Budget's main dispatch desk in Los Angeles and renters were picked up by Budget outside the MPC and driven to their rental vehicle.

While the LAOOC did not provide any journalist or press agency with vehicles on a complimentary basis, a taxi stand was set up in the bus terminal area of the MPC for interested media.

The Press Operations Department had a small fleet of its own during the Games consisting of 40 motorcycles, four sedans, 13 station wagons and two flatbed trucks. The motorcycles were used for film transport and messenger services, with the wagons assigned to venue press chiefs and their assistants for various events, including information services coverage of the marathons, cycling road races and equestrian three-day endurance event at Fairbanks Ranch. Some assistant venue press chiefs were given vehicles because of the long drive between their accommodations at Occidental College and their venue, where they were on duty for more than 12 hours daily. The two flatbed trucks were used for the marathons, and the sedans filled administrative and utility needs at the Main Press Center.

23.10.4

Parking

While the LAOOC was designing a media transport system that would eliminate the need for automobiles, it was clear that some media would require automobiles for their own use and would have to park those vehicles. In addition to making rental cars available through its agency facilities questionnaire, parking cards were made available through the agency facilities questionnaire and the journalist's application for accreditation.

It was recognized early that many more media would want to park their cars than there would be space available. It was also clear that in some venues, there was no available space for media to park since other groups had clear priorities; for example, National Olympic Committee vehicles in the villages. Given a probable shortage in supply and because the LAOOC had to pay for all the parking it used in many of the venues, it was decided to charge media for parking which was applied for through the agency facilities and journalist accreditation questionnaires. The costs themselves were derived from the cost of acquiring appropriate parking spaces and the cost of

Press parking allocations

Site/Sport	Cost	Allocation	Requested	Granted
Access passes	\$250	199	331	199
Archery	15	38	85	36
Baseball	25	69	77	51
Basketball	195	101	111	81
Canoeing/Rowing	25	116	140	100
Cycling	35	99	116	79
Equestrian	30	99	130	84
Fencing/Volleyball/Yachting	85	73	131	71
Football	45	84	111	66
Handball	70	59	71	38
Hockey	40	49	70	45
Judo	40	74	91	55
Modern Pentathlon	10	44	83	43
Shooting	40	59	15	15
Water Polo	65	43	75	39
Weightlifting	60	50	103	49
Wrestling	60	59	109	55
Totals		1,315	1,849	1,106

managing and operating a priority parking system during the Games. In the interests of administration, only all-sessions parking was available for the various sports offered, although a sport day-pass had been considered. The administrative burden of making passes for almost every sport available on a daily basis was rejected as too cumbersome and intricate. Only at the Main Press Center was this plan used, where journalists could buy a pass for a single day or buy a pass good for all 32 days the MPC was open.

Parking was offered at all sites except for the Exposition Park area (athletics and boxing), UCLA Village area (gymnastics/tennis/UCLA Village) and the USC Village area (swimming/USC Village). In all three locations, the number of spaces available indicated clearly that no spaces would be available for journalists, and thus, none were ever offered. Many press agencies indicated that their real need was for pick-up and drop-off only and they had no desire to park their car on a permanent basis at any venue. Their requirement for access was met with the "access pass" which allowed card-holders into or near the LAOOC's bus turnarounds at the venues. A person was required to stay in the vehicle at all times and all vehicles with access passes were subject to being asked to move by the transport officers at the sites. Nevertheless, many of the messenger needs for the Games were met with these passes.

Parking fees had to be returned with the application for accreditation or agency facilities questionnaire. Money from unfilled parking orders was transferred to reduce the amount owed for accommodations, if any, or refunded if the journalist or press agency showed a zero balance for other services rendered.

Not surprisingly, parking requests were heavier than supply and priorities were set for distribution in June 1984. First priority went to those identified as photographic media, which included most of the foreign requests. The heavy equipment carried by photographic media made their requests for reserved parking more compelling. Second priority went to specialized media whose accreditation did not let them into the MPC or ride the media transport system. They were forced into using cars unless their accommodations were close by. Third priority went to general media from foreign nations and fourth priority to United States media. Last priority went to non-exclusive television news film crews, whose category "EF" accreditations allowed them only into the venues of athletics, gymnastics, swimming (where no parking was available) and hockey. All parking requests received from rights-holding broadcasters were ignored since rights-holders had their own parking program. Parking passes were arranged at no charge for photographic organizations which had signed agreements with, or were shooting for, the LAOOC, including the International and National Olympic Photo Pools and the documentary and other service groups of Long Photography.

Venue-to-venue press transport scheduling

(1) The Forum-UCLA-Velodrome: 30 July-3, 7-11 August/1000-2000

	Forum	UCLA	Forum	Velodrome	Forum
Split time:	0	45	30	30	25
Cumulative time:	0	45	1:15	1:45	25

(2) Velodrome-Anaheim C.C.-Velodrome: 30 July-3, 7-11 August/1300-2000

	Velodrome	Anaheim	Wait	Velodrome
Split time:	0	50	10	50
Cumulative time:	0	50	1:00	1:50

(3) Velodrome-Long Beach-Velodrome: 30 July-3, 5, 7-11 August/1000-2000

	Velodrome	L.Beach	Wait	Velodrome
Split time:	0	35	10	35
Cumulative time:	0	35	45	1:20

(4) Forum-UCLA-Forum-Long Beach-Forum: 29 July, 4-6 August/1000-2030

	Forum	UCLA	Forum	L.Beach	Forum
Split time:	0	45	45	60	60
Cumulative time:	0	45	1:30	2:30	3:30

Some additional passes were made available in the month prior to the Games and all legitimate requests were met in some locations. Problems with the lack of Press Operations access to data processing time led to a distribution of parking passes based on an incomplete set of requests. During the pre-Games period while the MPC was open, many journalists complained properly that they had paid for parking yet been denied for no reason when passes at that location were plentiful. These questions were resolved on a one-on-one basis and an audit produced a proper request list just after the Games began. Some passes were also sold at the MPC on a request basis, especially for the canoeing and rowing venue at Lake Casitas.

After accreditation, pass purchasers were issued their cards after accreditation at the distribution desk in the Main Press Center. No maps were issued, but most of the users had little difficulty finding the proper parking locations once they neared the venue site.

The results of the parking pass sales program were good. Most media understood that parking cost the organizers money and that this cost was subject to liquidation through charges made to the end users. The prices set, while not oppressive, did discourage those who might have asked for passes if there had been no cost. However, it may be worth speculation whether as many passes would have been asked for if so much attention had not been given to the parking program, including notice in the agency facilities questionnaire, journalist application for accreditation and the information books "Facilities for Journalists," Volumes 1 and 2.

At the Main Press Center, 1,724 day parking passes were sold at \$10 each, while 525 season passes were sold at \$300 each for the 32-day period from 14 July-15 August.

23.10.5 Analysis of press transportation

The media transport system worked much better than any journalist would have believed and exceeded the LAOOC's expectations for efficiency and service. The careful study given to the exact needs of the media, combined with the back-up capabilities for handling passenger overload, created a system which was dependable, on time and pleasant to ride on. While a school bus-based system is not the answer for every media event, it worked for Los Angeles.

Although the system worked very well, more information could have been made available earlier if staffing had begun sooner. Journalists who rented cars remarked later that they might not have done so if detailed information had been available about the bus system, even six months prior to the Games.

While the bus system ran almost perfectly from the user's standpoint, other areas of press transport services worked almost as well. Some of the important points to be learned include:

- Many options were considered for journalists. Because buses worked well at Los Angeles is no reason to think they will be the answer later. If equipment becomes bulkier, buses become less and less attractive. However, if the currently observed miniaturization of technology continues, buses could become the best answer. It is important to separate journalists from photographers and all written media from broadcasters (especially rights-holders) in making these considerations.
- Air-conditioned buses were not needed due to the generally warm but dry climate in Los Angeles. Passengers would have been uniformly uncomfortable if the humidity had been higher than in Los Angeles (a semi-arid region) and air-conditioning might have been worthwhile for trips beyond 60 minutes in duration.

- Car rental availability was welcomed in Los Angeles and most media arranged for their vehicles without difficulty. The organizers must carefully follow through the initial transaction to be sure that an order placed becomes a car delivered, since the journalists will blame the organizers to whom the order was given rather than the rental car company from which the vehicle was (not) delivered.
- Parking orders must be carefully scrutinized for priorities. Distribution must be based on a full list of requests and may demand a full-time clerk to check the completeness of any compiled list. Nothing is more infuriating to media than to have paid for parking and then be told that no request is shown for them.
- Media can be required to pay for parking where there is a full transport system provided already, and there are out-of-pocket costs to the organizer to provide for such parking. If transport is provided, there seems to be little reason why the organizer must pay for journalist parking, although free parking may be a hedge against transport system failure, at least for that segment which has its own vehicles.
- Where parking passes are provided, maps of the venues showing the appropriate parking area should be provided or many large-sized signs must be erected at the sites to direct pass-holders. Although those holding parking cards in Los Angeles seemed to find their way eventually, many commented that some sort of simple map would have helped in lieu of signs which sometimes did not exist. Simple maps could be combined in the media guide in concert with the site plans used to show press seating and working areas inside the various arenas and stadiums.
- Every press operations group must obtain for itself a small fleet of vehicles for occasional uses. The four sedans and 13 station wagons used by the LAOOC's Press Operations group were of great value and were constantly on the road.

23.11 Press Operations: Venue press operations

23.11.1 Concept and goals

Coverage of the competitions at the Olympic venues is the heart of the work of most journalists who come to cover the Games. Journalists not only need to view the competitions but must also have adequate facilities and space to compose their reports and send them either to the Main Press Center or to their home offices. The organizer's task is to properly prepare for the working needs of the media so that sufficient facilities are available as needed, but without the unnecessary costs or waste of ordering excessive facilities which are later unused.

The most basic requirement is for press seating. A clear, unobstructed view is necessary, preferably close enough to allow reporters to observe the smallest details of the competition. Seats with working tables are needed for those who order private telephones or use portable typewriters or video-display terminals to compose their stories on-site. Easy ingress and egress is necessary to allow journalists to leave their seats for interview sessions or to file stories in the press sub-center and then return. Interview areas are needed to gather information from the athletes, whether in informal post-competition meeting areas or in formal news conference settings following medal ceremonies. Working space away from the seating area is needed for journalists to compose their reports away from unfavorable weather and within reach of telephone and telex facilities, especially after a competition session is completed.

Each of these requirements must be met in the proper proportion at the sites, with the amount of facilities differing in relation to the popularity of the event and the size of the press corps expected. Since the category "E" accreditation badge allows free access into all stadiums for news media, the facilities provided at each site must take into account potentially wide swings in press interest between two sessions within the same day, with no possibility for changes in physical equipment or layout.

Organizing committee staff must be helpful, knowledgeable and thoroughly trained. Their ability to assist the media will depend mostly on their preparation for their position, including expertise regarding the site involved, the sport being played and the needs of the news media in attendance.

The goal of the LAOOC was to provide a satisfactory working atmosphere which would allow journalists to do their jobs in a relaxed environment, free from unnecessary distractions. Staff needed to be attuned to the needs of the media and facilities had to be flexible enough to meet overload requirements without wasting large amounts of equipment or space. Through careful planning, the required facilities were determined, equipment was ordered, staff was selected and the senior venue managers for press operations were trained. These site managers then took responsibility for the venue press operations, arranging the physical facilities and implementing the policies centrally developed by the Press Operations Department.

News Relations and Press Operations

23.11.2 Determination of the equipment and service level

The Press Operations group decided early that each venue's press facilities would fully meet the on-site working needs of the media but would leave out the wide variety of auxiliary services available at the Main Press Center. While sufficient facilities for working journalists were necessary at every competition site, personal conveniences such as banking, newsstands and travel services were better left to a central location dedicated to the needs of the media.

Thus, the initial task in development of venue press facilities was the determination of the requirements for seating, interview and sub-center space and technical support. These physical elements formed the outline of the venue service level and dictated the service requirements for the venue press staff at each site. In order to maintain a relatively consistent service level at each venue, the central Press Operations Department took complete responsibility for formulating the equipment and spacial requirements. The resulting service levels and requirements were then passed on to the venue press staff as selected by Press Operations. This cellular approach to the determination of requirements and training of staff was designed to produce a uniformly high standard of performance at each site, formed by a single department with common goals and training programs for each venue.

The press seating requirements were initially considered in May 1981. The number of seats required, with and without tables, was determined through close study of the facilities provided at past Games as well as in view of factors particular to Los Angeles. Seating plans and quantities were examined from Munich, Montreal and Moscow, noting especially the 1976 experience. The Montreal organizers not only provided a detailed summary of the seats provided, but also the number of seats occupied at all individual sessions. Since the 1976 Games were held on the same continent as Los Angeles and since the distribution of press accreditations in Montreal favored North American nations, the Montreal results were likely predictors of the needs in Los Angeles. This applied especially to the less heavily-covered sports where the seating capacities and attendance in Montreal were used as a basis for setting Los Angeles requirements. Seating quantities for the most popular sports, such as athletics, basketball, boxing, gymnastics and swimming required examination of the Moscow capacities as the perceived requirements in view of the growing number of media present at the Games.

Additional factors considered included the distance and travel times from the likely housing sites and the Main Press Center in downtown Los Angeles and the popularity of certain sports among United States media, who eventually received almost one-quarter of all press accreditations distributed. Actual seat counts were not set until the physical locations were determined in early 1984, since the seating plans of each venue usually required use or disuse of whole rows or sections, rather than just certain seats necessary to make up the requested allocation.

The division of seats with and without working tables was made based on an estimate of the number of media who would order private telephones at the stadiums or would need to write their reports during competition. The precedent of past Games was examined, and, as in the past, about half of the press places at any venue were specified for use without tables. Although press service in the USA usually requires a higher percentage of tabled seats, the multiple seats rendered unusable by the installation of tables and the high cost and long lead time needed for installation required a reduction in the percentage of tabled seats provided at the Games.

Seat locations were hotly debated. Although all sides agreed that journalists require a clear and unobstructed view of the competition, differing opinions were expressed as to the quality of seats to be assigned.

Functionally, press seats should provide a good view of the competition but also be close to the interview areas, mixed zone and sub-center. Moreover, press stands which are not equipped with television monitors for viewing the host broadcaster signal from that site should be located closer to the floor than might otherwise be necessary. The overriding concern must be whether the media can report accurately on the events from their vantage point. In general, media were placed in favorable locations at the sites, were able to properly observe the competition and had easy ingress and egress between their seating areas and the other facilities arranged for them at the venues.

Interview areas were very important and split into two groups: mixed zones and formal news conference areas. Mixed zones were so named because of their functional design which allowed athletes and journalists to mix freely in a designated area close by the field of play, but removed from spectator access to allow uninterrupted contact. The placement of the mixed zone was the determining factor in its success: if placed in an area where the athletes were required to pass as they exited the field of play, the zone was a guaranteed success.



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37 Journalists have opportunities for informal, one-on-one interviews with the athletes at the venues.

38 Journalists follow the athletics competition from the press seating area at the Los Angeles Memorial Coliseum.

39 Journalists at work at one of the press sub-centers.

40 Press sub-centers such as this one (shown during construction) allowed journalists to file their stories from each competition site, without having to return to the Main Press Center.

Otherwise, many athletes may take routes which would not expose them to the media or which might have been shorter in distance from athlete transport or other services. In well-placed mixed zones, athletes were never required to speak to the media but had the option of doing so. At larger stadiums, short barriers, three to four feet in height, were usually erected to separate athletes and journalists, with interviews taking place over the fence.

Formal interview areas presented athletes in the classic speaker-audience format. A raised platform for the speaker(s) was provided, with microphones for athletes, a moderator and interpreters. The journalists were seated in the audience, with floor microphones provided for sound reinforcement. A multiple-output audio patch box was usually provided for taping the interviews if desired and a raised platform at the back of the room was available for television cameras. Lighting was arranged, as was a backdrop, for each interview room with levels set for 125 footcandles, tungsten balance and a color temperature of approximately 3200 degrees Kelvin.

Working areas made up the venue press sub-centers, which resembled scaled-down versions of the common work areas at the Main Press Center. Racks for information and results, telephones, telecopiers and telex machines, as well as working areas containing tables, chairs, typewriters and access to electricity were always provided. Additional features depended upon the size of the space allowed, but included venue press operations staff office space, beverage service, camera repair and television monitors. These sub-centers provided a method for journalists to write and file from the venue itself without having to go back to the Main Press Center. Given the distances between some venues and the MPC in Los Angeles, these facilities sometimes made the difference in meeting deadlines.

The requirements for equipping the press seats, sizing the mixed zones, the number of seats in interview areas and the various elements of the sub-centers became clearer after the venues were selected and the

popularity of the sports on the 1984 program among journalists could be evaluated. Placing the press seating areas was complicated by the need for electrical power. Since many journalists from the international agencies, as well as Canada and the United States, used video-display terminals to file their reports, outlets were needed in the press stands. Since table lamps and television monitors were added to press seating areas in certain venues, this requirement became more pronounced. Outlets were provided for roughly half of the table seats only, each providing 110-volt power with a load capacity of 5 amperes. Press seats in indoor arenas often required table lamps because of darkened conditions in the venue during competition, with lighting focused only on the field of play. This was the case at The Forum for basketball, the Los Angeles Memorial Sports Arena for boxing and the Terrace Theater at the Long Beach Convention Center for fencing. Television monitors were eventually provided at athletics and swimming, with the choice of the receiver dictated in part by the power consumption requirements. Electronic Messaging System (EMS) terminals required additional power as well as placement so journalists in other rows would not have their vision blocked. Aisles in the press seating area had to be wide enough to allow a results distribution clerk to circulate through the area and pass out information and results sheets in a timely fashion.

Mixed zones needed little equipment other than barriers or fencing but depended upon good staff control of athletes and media for successful results. Formal interview areas were sized in proportion to the number of press seats available and were usually about 20-30 percent of the press seat total, depending upon the popularity of the sport, probable media attendance and the travel time and distance from the MPC. Although the formal interview areas were scheduled for use only after a medal ceremony, athletes were often brought in after preliminary rounds and impromptu news conferences with leading officials were also held: medical officials involved with the decision to allow marathoner Gabriela Andersen-Schiess to finish held a news conference at the Coliseum on the day following the race. A unique formal interview problem was presented at athletics, a sport at which past Games and the 1983 world championships suffered from having only one interview room when two or three events ended at the same time. The Press Operations group responded by planning three interview rooms, seating 150, 75 and 75. The multiple rooms proved useful as journalists

waiting for a particular athlete did not have to wait for another interview session to finish; numerous instances of multiple interview room use occurred. Several interview areas were equipped with typewriters for preparing summary quotes by the venue press operations staff and all news conferences were tape-recorded and stored for reference at the respective venue press sub-center.

Sub-centers varied in size and sophistication depending upon the sport involved. Careful review was made of the combination of event scheduling, probable media attendance in view of national interest and world wide deadline times and the travel time from the venue to the MPC. Those venues which were located more than one hour in travel time away from the MPC were designed for heavier use than if those were situated closer. In general, sub-center work areas were designed for about 20-25 percent of the press seats available and were equipped with chairs, tables, typewriters and electrical outlets. Additional space was dedicated to telecommunications, including telephones, telecopiers and telex machines. Telephones for media use allowed collect calls and credit card billing to prevent line charges from being assigned to the LAOOC. Table-top telephone booths provided three-sided sound attenuation and at least some conversational privacy. The number of charge-a-call telephones provided varied from five to ten percent of the press seating area and was finally arrived at after careful review of the facilities provided and used at Munich, Montreal and Moscow; the time differences from Los Angeles to Europe and Japan and the continental composition of the media coming to the Games. A few coin-operated telephones were provided where feasible for the convenience of media calling within the local area.

Sub-center telex and telecopier facilities were provided based on the anticipated demand for their use, as drawn from the event schedules, probable filing times of media and telecommunications preferences of continental media groups. Both telex and telecopier requirements were scaled off the number of charge-a-call telephones provided, which had been scaled originally from the number of seats provided in the press stands and in the venue sub-center working area.

Telex machines were provided at a rate of roughly half the number of charge-a-call telephones, while telecopiers were provided at about 25 percent of the number of charge-a-call telephones. These telecopiers, all compatible with CCITT groups I, II and III, were for use not only by journalists sending reports to their agencies but also by the venue press operations staff reporters and statisticians for transmitting their notes and quotes material to the Information Services office of the Main Press Center. Each telecopier was accompanied by a charge-a-call telephone so that line charges would be paid by journalists; these telephones could also be used as regular charge-a-call phones by journalists if the sub-center was insufficiently equipped with charge-a-call units designated for journalist use. Off-line telex equipment for preparing tapes was usually available in the larger sub-centers.

Sub-center areas were arranged so that journalists entering would find the information and results racks immediately in front of them, with the working area and telecommunications areas next. Beverage service was usually placed away from the entry point to prevent crowding. Electronic Messaging Service (EMS) terminals were placed close to the results area but far enough away to prevent crowding the racks themselves or the entrance to the sub-center. Television monitors were generally placed so that journalists using the work area could observe the competition in that venue or the events taking place at other sites if available. Television sets were also placed near sub-center staff areas such as offices and the telecommunications areas to help prevent boredom. Venue press staff offices were usually arranged for the venue press chief, with additional offices usually provided, if space was available, for the reporters and statisticians to prepare their notes and quotes reports. Electronic typewriters were assigned for this purpose, although many venue press chiefs asked for more automated systems which had been deemed too costly to provide in large quantities.

Other areas in the sub-center included a film transport desk to which all film gathered by internal messengers was brought and sorted and where the film transport bag was prepared for the LAOOC's motorcycle messenger service. Agencies with their own messengers could notify the LAOOC's photographic services division at the Main Press Center one day ahead of their desired pick-up locations and times and the message would be relayed to the venues. Film in envelopes bearing that agency's name was held separately from that taken by the LAOOC's motorcycle transport service and released to the agency's own messenger on arrival.

Special intravenue access controls were usually managed from the sub-center. At some venues and all villages, special access cards were required to enter restricted areas. Armbands were dispensed to allow access to the athlete areas for canoeing/rowing (maximum of 20 persons, with no access to the interior of the boathouses or the dock area itself) and yachting (40 persons in the athletes' area at first, later increased to 80). A plan for similarly restricted access to the stables area at equestrian was disallowed. After crowding occurred on the swimming pool deck during training, up to 25 journalists at a time were issued temporary passes.

Press lounge areas were infrequently provided because of a lack of space in some venues and a perceived lack of interest at others. Generally, shade structures near the sub-centers were erected at outdoor venues where space permitted. This was the case at cycling, equestrian, modern pentathlon and shooting. Press beverage service was usually located there, along with a television set, round tables and chairs.

Venue food service for press was limited. The first suggestion had been to use hawkers in the press stands for food and to provide free beverages.

Since the LAOOC decided to use no hawkers at all, the plan for food availability was changed to provide press-only or Olympic Family-only lines at concession stands near press seating areas. This was done with varying success at a number of venues; only at the Coliseum was a special press food service area provided. Soft drinks and fresh water were provided

at the sub-center and at some venue seating areas at no charge. The overriding interest of journalists in venue food service was to be able to eat quickly during the course of a long day so that a minimum amount of time would be wasted waiting in lines. A parallel requirement for nearby restrooms was noted, but public facilities at the venues were always sufficient.

Press operations did not plan any presence at training sites which were not also competition sites. Journalists were generally allowed at training sites and could observe athlete training from an area adjacent to the training floor itself. Practice sessions of teams could be closed to the media upon request of team coach, manager or trainer. In some sports, the International Federation concerned requested restricted media access to athlete training.

23.11.3 Development of venue press management

Although the physical environment and equipping of the venue press areas was determined by the central Press Operations Department of the LAOOC, it remained the individual manager's responsibility to implement the policies promulgated by the central department and put the venue press services plan into action. The Press Operations group recognized at an early stage that the real success or failure of the venue press operations plan would be determined by the performance of the venue press chiefs.

Selection of the venue press chiefs began in 1982 and focused on the media background and experience of potential candidates. Desirable qualities included a strong interest in sports, media services experience and previous exposure to large-scale international, national or Olympic-type events. It became clear that the most readily acceptable candidates were current or former sports information directors for universities and colleges and publicity directors for professional sports clubs. These individuals not only were expert in various sports, many of which were also on the Olympic program, but also serviced the sports news media on a daily basis as the core of their professional lives. Sports information professionals were better attuned to the peculiar requirements of sportswriters and broadcasters than most former newspaper, radio or television personnel, who generally were familiar with one, but usually not all, sections of the media, and they had more direct experience with sports than many public relations professionals.

A program of national selection to bring the finest sports information professionals from across the United States to Los Angeles for the period of the Games was dropped after it became clear that the success of the venue press chief program would depend upon the close working relationship developed by members of each venue team. The LAOOC's commissioner program placed capable business managers from the local area in charge of each sport, with a mandate to build a management team to operate that sport during the Games. As the press operations person on the commissioner's management team, the venue press chief had to live locally in order to build the necessary contacts and trust within that management team in the weeks and months preceding the Games. The venue press chiefs were then selected from among sports information and leading sports public relations professionals in the Southern California area. In all, 29 venue press chiefs (VPCs) were selected to manage the 23 sports, three villages and IOC Session operations; six of the VPCs were from the permanent staff of the Press Operations Department.

Each VPC was responsible for recruiting at least some of his staff, attending training sessions given by the Press Operations Department, managing the physical set-up of all venue press areas, providing venue press staff training and implementing the press services program centrally designed by the Press Operations Department. All VPCs were required to be available for full-time work with the LAOOC for a minimum of four weeks and were paid at a weekly rate during that period.

The training program consisted of meetings every other week from 7 December 1983 through 13 June 1984, with a final session at the Main Press Center on 11 July. All topics related to press operations were covered, including accreditation, role of the commissioner, food service, health services and doping control, information services and interviews, language services, photographic policies and procedures, press seating and ticketing, security, staffing procedures, staff training, sub-center construction, television operations, transportation and venue supply procedures. A heavy emphasis was placed on technology training, including EMS, photocopying, results production and distribution systems and telecommunications systems (telecopiers, telephones and telex). Near the end of the training period, detailed operating plans were distributed, describing the centrally designed press services program for each venue in minute detail. These operating plans were compiled by the four-person venue press planner team of the permanent Press Operations staff.

Attendance was excellent at almost all sessions. Some of the VPCs with local assistants brought their leading assistant venue press chiefs (AVPCs) to the sessions as well. The Press Operations Department was able to instruct capable professionals with varied backgrounds and experiences in a specific set of policies over a long enough period to ensure compliance and, more importantly, understanding. Equally crucial was the development of an esprit de corps among the VPCs which became important as they began training their staff and relating the policies and principles which had been discussed during their own training. As members of the press operations management team, they saw more clearly the need for standardization in press services from one site to the next and were able to better instruct their staff members during the pre-Games training period.

The AVPCs were selected by both the central press operations staff and by the VPCs. Where the Press Operations group had been unable to use national sports information talent because of the need for local VPC presence in the pre-Games period, the same requirement did not apply to AVPCs, who were to be present only during the time of the Games. Over 80 sports information professionals were recruited from across the United States to come to Los Angeles and work during the Games; their experience and familiarity with sports news media proved valuable in conjunction with the contacts made within the venue management team by the VPCs.

23.11.4 Formation of the venue press operations teams

Rather than determining the positions required for press service in each venue separately, the Press Operations group developed a standardized set of positions with the number of persons, by position, adapted to fit the needs of each sport and venue. Recruiting followed and the teams were assembled in time for training at the venue sites shortly before the beginning of the Games.

Positions were divided into the five basic areas of press operations services: electronic media, formal interview, mixed zone, photographic and sub-center, all under the supervision of the venue press chief. The

electronic media group included one assistant venue press chief (AVPC) and one or more electronic media monitors, whose task was to marshal and protect broadcast personnel from unnecessary interference with the public or Olympic Family and to keep broadcasters within designated areas. Interview coordinators worked with the host broadcaster to assist in the logistical operations of brief after-event interviews with athletes as they left the field of play. The AVPC for electronic media was later eliminated because of the appointment of venue television coordinators by the TV Operations group. Formal interview crews consisted of an AVPC for formal interviews and staff moderators, note takers, technicians and ushers. The AVPC had overall responsibility for the appearance, equipping and operations of the venue interview areas, while the formal interview moderators were stationed at or near the speaker's table to direct the interviews, to select questioners and to provide sufficient breaks for consecutive interpretation. Formal interview note takers were responsible for producing the summary quotes from all news conferences held at venues, which were distributed on the site and later telecopied back to the Main Press Center for distribution there and entry into the EMS. Formal interview technicians checked lighting and sound reinforcement, made tape recordings of all news conferences held at the venues and assisted journalists and electronic media with the use of the multiple-output audio patch boxes. Their jobs were often combined with those of formal interview ushers, who made sure order was kept during all interviews and who served as circulation monitors for the microphones placed in the audience. Interpreters for the news conferences were provided by the LAOOC's Language Services Department.

Mixed zone staff included an AVPC whose responsibility was primarily to see that athletes did go through the zone and to enforce the athletes' right not to speak with the media if they did not wish to do so. The latter task was shared with mixed zone marshals in the larger venues. Quote service interviewers were needed to compile summary quotes from athletes in preliminary rounds when formal interviews were not required.

Photographic services were directed by an AVPC and backed up by photo marshals who worked with the electronic media monitors to keep unnecessary personnel away from the still photographic positions and to keep photographers within those positions.

Sub-centers were run by another AVPC in conjunction with sub-center stewards who were available to answer questions and keep the sub-center areas clean and properly equipped.

Three other staff positions reported directly to the venue press chief. The reporter/statisticians were required to compile the notes section of the notes and quotes material, which was often typed in the sub-centers. At athletics and swimming, race-in-review comments were compiled and distributed to give journalists short descriptions of the races to assist those who were not present, or were involved in the interview area or mixed zone and were unable to see the particular event. Reporter/statisticians were also responsible for gathering information regarding all athlete injuries at the site and following the course of any protests. Venue press messengers were available for various requirements and usually collected photographic film from photographers for eventual transport by the LAOOC's motorcycle messenger service. In the press stands themselves, press stewards assisted the journalists with directions to interview areas, mixed zones and photo positions, took requests for athlete interviews after preliminary rounds and helped to find seating during crowded event sessions.

Results copying clerks and distribution personnel were provided by the technology staff and related suppliers.

From the 16 positions set up to handle the widest variety of press operations needs, staffing was arranged for each venue according to its size and the number of media anticipated on a one- or two-shift basis. The average time committed by staff members in these positions was for approximately seven hours per day for 12 days, an 84-hour total.

Recruiting was initiated in several areas in September 1983. Most of the venue press chiefs had already been identified and a lengthy list of sports information professionals desiring AVPC positions had already been compiled. The Press Operations group

took the responsibility for the remaining recruitment of a total of 100 AVPCs (including those already listed) and 546 staff members. Members of the Citizens Advisory Commission on Press/Public Relations and Publications were solicited by letter as candidates for both AVPC and staff positions according to their experience. AVPC candidates were also sought from other sports information professionals in the United States, journalism advisors or teachers at local colleges and universities and outstanding public relations professionals with sports publicity experience. Staff candidates were recruited from high school and college journalism classes and school newspaper as well as Citizens Advisory Commission members and area sports information professionals, teachers and public relations personnel who were insufficiently experienced in sports press service to perform as AVPCs.

Staff identification reached nearly 75 percent by mid-February 1984, 92 percent by mid-April and 98.1 percent by mid-May. In all, 670 persons filled 686 positions; six were members of the full-time Press Operations staff, 27 were paid during their time at the Games (mostly venue press chiefs) and 637 were volunteers:

Press Operations staff by site

<i>Sport(s)</i>	<i>Volunteers</i>
Archery/Modern Pentathlon	19
Athletics	67
Baseball	11
Basketball	67
Boxing	32
Canoeing/Rowing	40
Cycling	21
Equestrian	24
Fencing	24
Football / Rose Bowl	19
Football/Stanford	9
Football/Harvard	9
Football/Annapolis	10
Gymnastics/Tennis	57
Handball	18
Hockey	30
Judo	11
Shooting	9
Swimming/Diving/Synchro.	38
Swimming/Water Polo	27
Volleyball	30
Weightlifting	19
Wrestling	17
Yachting	13
UCLA Village	18
UCSB Village	9
USC Village	18
Medical Press Office	4
Total	670

Single shifts were sufficient for most venues, but two shifts per day were necessary at boxing, gymnastics/tennis, handball, hockey, swimming, water polo, volleyball and the UCLA and USC Villages. A triple shift arrangement was necessary at basketball because of the three doubleheaders played daily during the early rounds of competition.

23.11.5 Physical move-in and staff training

Venue press chiefs took control of venue press areas shortly after the LAOOC took exclusive possession of the sites. In accordance with a preset move-in schedule, construction of all areas began and supplies were brought to the various departmental areas.

Although detailed architectural plans and supply lists were available, venue press chiefs were free to improvise as necessary to provide an adequate environment for the media. In most cases, the plans were followed, although supplies were occasionally late in arriving. Each venue press chief had authority to spend small amounts for supplies and other items without receiving central Press Operations' approval.

Each VPC used the Electronic Messaging System (EMS) to send status reports to the Main Press Center. A venue press operations manager was assigned to review all reports on EMS and dispense advice and instructions as necessary. This became critical at some sites because equipment provision decisions required higher authority levels than existed at any site. For example, provision of additional telephones or EMS terminals required approval by the vice president of the Press Operations Department prior to approval by the vice president of the Technology Department. The venue status reports were formatted with specific questions asked each time a report was filed to ensure adequate review of the preparations, including construction of the press seating and photographic areas, sub-centers, interview areas and the like. Requirements for additional staff were noted, especially if there had been absences or resignations late in the pre-Games period.

A recurring problem at the most popular sites was media visitation during the construction and set-up period. With the VPC setting up the

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venue press operations for staff training and then opening just one or two days prior to the beginning of the competitions, he had little time available for giving site tours or setting up interviews with LAOOC commissioners or other senior venue staff. Each case was handled individually, since all venue managers looked to the press operations group to handle any media who came to the site after the LAOOC took possession.

Training of staff took place just days prior to the beginning of competitions or sometimes on the job itself. The best-prepared site managers held full staff training sessions for all departments several weeks before the Games and needed only refresher courses in the actual Games environment to be ready for competition. Ideally, VPCs met with their AVPCs for detailed training in advance of staff training sessions and left substantial amounts of the final preparation of staff to the AVPCs. But each VPC modified his training program to suit the staff involved and cooperated with the overall staff training program of the site management.

23.11.6

Venue operations and communications

With dependable transport and adequate signs, media had little difficulty in finding the competition sites and the press operations areas reserved for their use. Press seating, interview, mixed zone and sub-center areas were all prepared in time for media use and the daily venue status reports sent via EMS every evening detailed the daily media attendance figures, anticipated problems with media or staff and reviewed all functional areas. These reports gave the senior press operations management at the Main Press Center specific information in a disciplined format about all venues and any anticipated problems.

The most difficult problem in venue operations was the requirement restricting entry to some events because more media were expected than could be seated in the available press seating area. Although it was clear that this would be necessary for the Opening Ceremonies, the general absence of ticketing gave most media the impression that none would be instituted for other events. When ticketing was required for the men's

basketball final, both sessions of boxing finals and the Closing Ceremonies, media were notified via bulletin boards in the Main Press Center and at the venue sub-center concerned, EMS press bulletin board announcements, printed notices at the MPC and venues, public address announcements at the MPC and even individual mentions by the venue press staff to journalists attending event sessions at the site concerned. Despite these precautions, some media never noticed or took the time to find out the procedures for acquiring tickets for these events.

In accord with the press commission of the IOC, the LAOOC held ticketed events to a minimum because of the difficult distribution procedures involved and the probable sufficiency of the LAOOC's press seating sections to meet the capacity requirements for all but the above-mentioned events. The sufficiency of press seating capacities was judged from documentation gathered through the journalist's application for accreditation. When events required ticketing, the press commission representatives met with the LAOOC Press Operations group to determine the allocation of press seats by group according to the press seating capacities and permanent seating assignments at the sites. In general, permanent seats were assigned:

- For the international agencies; Agence France Presse, Associated Press, Reuters, Tass and United Press International according to their needs
- For press agencies ordering a private telephone in the press seats
- For specialist writers in that sport

Press seating capacities for preliminary events could often be increased for final events without the addition of additional physical seats or space at the venues. Since the tabled seats installed by the LAOOC for Games use had been calculated for capacity purposes at 24 inches across, it was possible to increase the capacity by reducing the working width of a tabled seat to 18 inches by simply renumbering or restriping the seats. Such width reductions usually did not impair a journalist's ability to work. This dense pack (18 inches per seat) approach was used for both the basketball and boxing ticketing schemes to maximize the number of journalists who could be present.

Each venue press chief compiled a chart showing the placement of the permanently assigned places among the press seats (usually using a loose pack or 24 inches per seat arrangement), and a copy was forwarded to the Main Press Center. The number of remaining places was calculated and tickets were filled out

for assigned seating for all available press seats. Distribution of the tickets was by group, with the LAOOC representing and responsible for ticket distribution to local media, non-rights holding television newsfilm broadcasters in accreditation category "EF" and observer tickets for non-reporting commentators from exclusive-rights holding broadcast organizations. The IOC Press Commission took responsibility for distribution of tickets to all other media represented by National Olympic Committees. The number of tickets made available to each national press group depended on the requirements submitted by the national press attache of that country, the participation of that country's team in the event itself, or the preliminaries of that sport and the general interest of news media from any particular nation in the specific sport concerned. While the press commission determined the number of tickets to be distributed to the international agencies and individual countries, the LAOOC similarly determined the actual press entities which would receive tickets from the local area and among category "EF" newsfilm broadcaster observers. Tickets for observers (i.e., commentators not working from permanently reserved broadcast positions) from exclusive-rights-holding broadcasters were turned over to the International Broadcast Center for distribution by the broadcasters among themselves.

The actual distribution of the tickets to national press attaches and journalists was carefully made in order to provide tickets coinciding with the permanently reserved seats to those who had been assigned those places. In some cases, the name of the agency concerned was actually written on the ticket so that national press attaches would be sure to deliver the proper ticket to the proper agency or journalist.

In order to avoid ticketing in some cases, the Press Operations group obtained spectator tickets which were unclaimed by Olympic Family members in advance of the events or were returned at a very late date by National Olympic Committees and others. These spectator tickets were then forwarded to the venue press chiefs at

the sites concerned, with instructions that no ticketing would be instituted and that these tickets could be distributed to journalists arriving after the press seating area had been filled. Distributions were made in this fashion for the final two nights of judo (30 tickets each night), the men's volleyball final (30) and the equestrian competition on 12 August (20). Even though the men's basketball final and both sessions of boxing finals were ticketed for press, some additional tickets were available at the last minute for all three sessions: 50 for basketball and approximately 25 for each of the two sessions of boxing. After ticket distributions had been made at the Main Press Center, remaining tickets for restricted-entry events were sent to the venue press chiefs as well, again to admit additional journalists who did not know that tickets were required. Ticketing proved successful at basketball and boxing as the number of press present was restricted to the limit for which facilities were available. There were few journalists who could not get tickets if they really wanted to obtain them, although some were turned away at the venue itself, having failed to even attempt to procure tickets.

The distribution of tickets was as follows for these events:

Press ticket distributions

Basketball—ESP vs. USA men's final—10 August (314 seats with table and 190 without: 504 total)

International agencies	10
ESP national press	30
USA national press	150
Press of other NOCs in the Olympic Basketball Tournament	110
Other national press	93
Local media	40
TV newsfilm observers	20
Rights-holding TV broadcast observers	30
LAOOC staff positions	21
Total	504

Boxing—final sessions—11 August (162 seats with table and 228 without: 390 total)

International agencies	11
USA national press	150
Other national press	145
Local media	40
TV Newsfilm observers	20
Rights-holding TV broadcast observers	20
LAOOC staff positions	4
Total	390

The USA participated in the men's basketball final and placed boxing finalists in ten of the 12 weight classes to command the large number of tickets granted. Among non-USA media at basketball, eight seats were reserved by the ordering of private telephones, leaving 195 seats for allocation to national press by the Press Commission. At boxing, private telephones were ordered by non-USA press agencies taking up 16 seats on an assigned basis, with 129 available for distribution to non-USA national press.

Press ticketing for the Opening Ceremonies has been customary at Olympic Games, so journalists were fully prepared to follow procedures required to obtain tickets. The Coliseum press section held seats for 1,884 journalists using a dense pack approach, with 1,104 tabled seats at a width of 18 inches each and 780 spectator-type seats. The LAOOC and Press Commission worked on a plan which measured the number of accreditations actually granted to each country against the number of news agencies represented by those accreditations. In concept, each nation should have as an absolute minimum the number of Opening Ceremonies tickets that would allow at least one representative of each agency accredited from that nation to attend. Even though the actual intranational distribution plan would be determined by the national press attache and the journalists of each nation, this conceptual distribution plan proved to be a proper basis from which to determine the allocation of places to each national press group. The allocation:

Press ticket distribution

Opening Ceremonies-28 July (1,104 seats with tables and 780 without: 1,884 total)

International agencies	26
National press not including USA	1,193
USA national press	330
IOC Press Commission	8
LAOOC to distribute	336
To local media	96
To TV Newsfilm observers	20
To rights-holding TV broadcast observers	150
For LAOOC staff positions	10
Returned to IOC for photographers	18
Miscellaneous	33
Total	1,884

Additional tickets for photographers were prepared separately for positions reserved on the Coliseum floor, press box roof and in reserved seating sections on the east and south sides. In all, 396 photographer places were available, including the one row of 18 places returned to the IOC for distribution from the unused tickets in the LAOOC allocation. Tickets were marked and distributed beginning on 26 July at the Main Press Center.

On 27 July, a package of 582 additional spectator tickets was made available for journalists and distributed by the LAOOC's Press Operations group. The result was that almost any journalist who wished to attend the Opening Ceremonies was able to do so, even though the restrictive entry-by-ticket-only system had been implemented.

Concern over crowding in the Coliseum press area was the reason that the Press Operations group was required to impose ticketing procedures on the Closing Ceremonies. The ticketing requirement was announced only on 10 August and gave many journalists little opportunity to seek out their national press attaches since competition was still going on at many sites. However, tickets were distributed along the same lines as for the Opening Ceremonies beginning 11 August. Because of the re-configuration of the Coliseum for athletics, the press seating area held 1,864 places, using the dense pack seating approach. Confusion was

caused among journalists who wished to view only the finish of the marathon and did not know whether a ticket was required for their entry, since they would be exiting prior to the beginning of the Closing Ceremonies proper. Tickets were required for all entrants to the Coliseum on 12 August and since a substantial number of journalists interested only in the marathon were not selected by their NOCs to receive tickets, a strong protest followed. Fortunately, a package of additional spectator tickets was made available to Press Operations and approximately 150 were distributed to journalists. Almost 50 tickets were sent to the Coliseum sub-center to admit journalists arriving without tickets to cover the marathon finish at 1800 hours on 12 August, 45 minutes after the race began. The Coliseum press operations staff managed to admit all media who had interest in covering the marathon and/or the Closing Ceremonies.

The issue of providing television monitors in the press seating areas raged for almost three years. Although some maintained that monitors were essential for coverage, most journalists agreed that monitors were needed only for athletics, with many events taking place at once. The LAOOC rejected the high costs of cabling in the Coliseum for these monitors but eventually found the solution in low-power broadcasting within the Coliseum itself. By perching a transmitter on the rim of the stadium, excellent reception of the three host broadcaster signals (one track and two field) was available and no cabling cost was required. The 13-inch sets provided were bulky, however, and the scheduled provision of one set for every two tabled seats was reduced to one for every three, for a total of 235. The monitors were not heavily used because the sunlight reflected off the screens and made the picture unviewable, and because an excellent image was produced on the Coliseum's giant video scoreboard. At the swimming venue, the placement of the press seating area was slightly past the finish line and provided no direct view of the touch. Lacking a video board, the

LAOOC ordered 100 television sets placed in the swimming press seats, again using low-power broadcasting to avoid cabling costs. Only 65 sets were eventually installed since each set, like the EMS terminals, blocked the sight line from the seat it occupied, rendering the seat unusable for journalists. TV monitors were not provided at any other venues and no complaints were received.

Venue food service was generally adequate, although some press-only concession stands ran out of food on occasion, and press-only lines in other venues were never designated. In outdoor venues, it was important to have beverage or water service close by to prevent dehydration of those watching hour after hour of competition. At swimming, water stations were set up directly underneath the press stands.

Venue interview procedures also worked well. Although not well informed until after competition had begun, most coaches and athletes cooperated with the press operations group in passing through mixed zones and attending news conferences. The mixed zones were surprisingly heavily used in all venues where they were available, including team sports like basketball and handball. It is no understatement that mixed zones with 50 lateral feet of meeting space for athletes and journalists (separated by a three- to four-foot barrier) could have been favorably used at all venues and were missed where not provided, as at volleyball. Large mixed zones such as at athletics (more than 250 lateral feet of mixing space) and swimming (80 feet) were highly successful. The small 10-foot opening at basketball was always cramped and crowded. News conferences generally functioned well, although better cooperation would have been received if the venue press chief had been able to address team representatives prior to the beginning of competition to preview post-event procedures. A detailed agreement regarding post-event procedures was worked out with awards ceremonies, health services and press operations, noting the priority of each in the different post-event situations involving drug testing, medal ceremonies and news conferences:

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- An athlete is met first by a team, including an interpreter, doping control escort and press operations marshal, immediately following an event, and is tagged for doping control purposes (meaning each athlete has 60 minutes to report to doping control).
- A medal winner will first complete a one to two minute "flash interview," if requested, with the host broadcaster at the field level, then be taken to the ceremonies staging area to prepare for awards ceremonies if necessary.
- During this staging time, a press operations quote services interviewer can get some quick comments for reproduction and distribution.
- The athlete participates in the medal ceremony and then leaves the field.
- Doping control escorts meet the athlete at the field exit and take him to the news conference if 30 minutes or less have passed since the athlete was tagged for doping control. The athlete can give an interview until ten minutes are left in the one hour doping control reporting period. If less than 30 minutes remain, the athlete reports directly to doping control and will come to the news conference as soon as possible thereafter.

Press facilities and seating at the competition and other sites

Sport	Press seats with table	Press seats without table	Total press seats	Spectator seats used by photographers	Working places in sub-center	Seats in interview room(s)
Archery	30	40	70	0	10	10
Athletics	879	779	1,658	100	276	300
Marathon (buses for media)	0	120	120	0	0	0
Baseball	131	55	186	0	23	60
Basketball	214	0	214	32	96	150
Finals [additional seating]	0	190	190	0	0	0
Boxing	108	124	232	70	40	77
Finals (additional seating)	54	104	158	0	0	200
Canoeing/Rowing	65	100	165	0	50	50
Cycling	110	104	214	0	40	40
Individual Road Races	0	150	150	0	32	32
Team Time Trial	0	100	100	0	0	0
Equestrian	156	78	234	0	50	50
Endurance Phase	0	0	0	0	20	20
Fencing	0	106	106	0	72	36
Terrace Theater (finals)	35	65	100	0	0	0
Football	308	50	358	0	40	80
Finals (additional seating)	0	500	500	0	0	0
Stanford	175	0	175	0	0	40
Annapolis	130	0	130	0	0	45
Harvard	127	0	127	0	40	75
Gymnastics	194	211	405	14	80	84
Handball	35	65	100	0	20	20
Hockey	40	80	120	0	30	40
Finals (additional seating)	0	20	20	0	0	0
Judo	50	143	193	0	30	30
Modern Pentathlon	0	75	75	0	20	20
Shooting	0	0	0	0	20	20
Swimming	225	264	489	0	100	80
Water Polo	33	15	48	0	20	20
Tennis	138	44	182	0	0	30
Volleyball	76	100	176	30	0	56
Finals (additional seating)	0	16	16	0	0	0
Weightlifting	96	54	150	0	36	36
Wrestling	90	79	169	29	36	36
Yachting (boats for media)	0	192	192	44	20	30
UCLA Village	0	0	0	0	0	24
UCSB Village	0	0	0	0	10	16
USC Village	0	0	0	0	0	24
IOC Session (Biltmore Hotel)	0	0	0	0	56	50
Other Sites:						
OAF—Bonaventure Hotel/ Downtown Los Angeles main press office					24	32
OAF—Pasadena Holiday Inn satellite press center					8	0
OAF—Boyce Hall/UCLA satellite press center					20	0
Totals	3,499	4,023	7,522	319	1,319	1,913
	47%	53%				

Notes:
(1) 200 passes each were allowed into the UCLA and USC Villages; working facilities were located with Gymnastics and Swimming sub-centers, respectively.
(2) 40 passes were available for entry into the UCSB Village; working facilities located on-site.
(3) 500 accreditations were available for the IOC Session; all information was distributed at the Biltmore Hotel in downtown Los Angeles.
(4) Gymnastics Facilities for rhythmic included 194 seats with table and 144 without; total of 338.
(5) Handball Final matches at The Forum had 2 14 tabled seats available for news media.
(6) Volleyball sub-center was combined with Fencing.

**Press venue attendance summary
(Radio and TV Commentary positions not included)**

Sport	Number of press seats	Number of journalists	Number of photographers	Number of ENG personnel	Total
Archery	560 (all sessions)	258	156	271	685
Average	70 (per session)	32	20	34	86
Athletics	24,870 (all sessions)	9,621	2,400	438	12,459
Average	1,658 (per session)	641	160	55	856
Baseball	2,976 (all sessions)	1,235	400	330	1,965
Average	186 (per session)	77	25	21	123
Basketball	8,796 (all sessions)	2,282	575	352	3,209
Average	258 (per session)	67	17	10	94
Boxing	6,664 (all sessions)	3,755	589	622	4,966
Average	256 (per session)	144	23	24	191
Canoeing	990 (all sessions)	248	101	93	442
Average	165 (per session)	41	17	16	74
Cycling	1,320 (all sessions)	545	315	110	970
Average	188 (per session)	78	45	16	139
Equestrian	2,340 (all sessions)	494	192	69	755
Average	234 (per session)	49	19	7	75
Fencing	1,860 (all sessions)	418	168	72	658
Average	103 (per session)	22	9	4	35
Football	4,438 (all sessions)	998	158	335	1,491
Average	403 (per session)	91	14	31	136
Gymnastics	6,684 (all sessions)	2,379	1,027	207	3,613
Average	393 (per session)	140	60	12	212
Handball	1,914 (all sessions)	492	216	189	897
Average	106 (per session)	27	12	11	50
Hockey	2,900 (all sessions)	575	200	40	815
Average	121 (per session)	24	8	2	34
Judo	1,544 (all sessions)	426	241	84	751
Average	193 (per session)	53	30	11	94
Modern Pentathlon	300 (all sessions)	161	78	199	438
Average	75 (per session)	40	20	50	110
Rowing	1,155 (all sessions)	378	133	112	623
Average	165 (per session)	54	19	16	89
Shooting	700 (standing)	274	147	180	601
Average	100 (standing)	39	21	26	86
Swimming (only)	5,868 (all sessions)	4,395	1,262	568	6,225
Average	489 (per session)	366	105	47	518
Diving/Synchronized Swim	7,824 (all sessions)	1,090	479	327	1,896
Average	489 (per session)	68	30	21	119
Water Polo	1,008 (all sessions)	655	215	547	1,417
Average	48 (per session)	31	10	26	67
Tennis	1,092 (all sessions)	245	87	5	337
Average	182 (per session)	41	15	1	57
Volleyball	4,704 (all sessions)	1,669	572	4	2,245
Average	181 (per session)	64	22	0	86
Weightlifting	2,850 (all sessions)	673	506	495	1,674
Average	150 (per session)	35	27	26	88
Wrestling	1,690 (freestyle only)	628	210	12	850
Average	169 (freestyle only)	63	21	1	85
Yachting	1,652 (on boats)	544	120	222	886
Average	236 (on boats)	78	17	32	127

Villages: 200 allowed in each village at one time.
 UCLA-Open 31 days. 3,045 entries. Daily average: 98.
 USC-Open 29 days. 2,894 entries. Daily average: 100.

Other press operations problems differed from venue to venue. Some VPCs reported problems with access control or security in allowing media into areas where venue management had agreed to allow access but no instructions were ever given. Use of EMS varied widely and at venues where use was low, terminals were removed to allow greater seating. Venue close-down eliminated power and telephones at several sites within minutes after the competition ended and while media were still working. At basketball, the decorative banners and streamers hung from the ceiling blocked the scoreboard, requiring lowering of the board so journalists and commentators could see it. At boxing, the planned interview room for 77 persons was satisfactory for the preliminaries, but had to be expanded via temporary construction for 200 persons for the semifinal and final sessions. At cycling at Mission Viejo, insufficient telephones were provided for media; the imaginative venue press chiefs arranged for media to file reports from telephones in nearby private homes. At equestrian, difficulties with provision of telex operators caused confusion while little or no need for telex services surfaced at other venues. At handball, journalists from one nation demanded locker room access to the team from their country, although no locker rooms in any venue were open to anyone other than competitors. At modern pentathlon, overzealous journalists greeted a gold-medal winning countryman by leaping past barriers and security guards to almost crush him after the conclusion of the event. More journalists than expected came to shooting during the first day of competition and the resulting lack of facilities and hot weather made everyone uncomfortable. Yachting journalists found they had insufficient access to athletes and protested, leading to an increase in athlete area passes from 40 to 80. In addition, the sub-center was built 25 percent smaller than ordered and resulted in crowding, eventually leading to during the Games construction of an addition to recover half the lost area. In each case, the venue press chief worked with these problems and usually found an appropriate solution. Assistance from the Main Press Center was available but limited as the senior management of press operations was already busy with the problems of the MPC. It would have helped tremendously to have full-time staff members whose sole responsibilities were to coordinate the requests of venue press chiefs and to review carefully the venue status reports.

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Press telecommunications facilities and orders

<i>Sport</i>	<i>Press charge-a-call telephones</i>	<i>Press coin-operated telephones</i>	<i>Telephones ordered by press</i>	<i>International telex lines in sub-center</i>	<i>Telecopier machines in sub-center</i>	<i>Telecopier charge-a-call telephones</i>
Archery	5	0	4	1	1	1
Athletics	100	5	122	45	30	30
Marathon	0	0	1	0	0	0
Baseball	10	1	8	6	3	3
Basketball	32	3	49	12	6	6
Boxing	10	2	50	0	0	0
Canoeing/Rowing	15	2	22	9	6	6
Cycling	15	2	19	9	6	6
Individual road race	0	0	0	0	0	0
Team time trial	5	2	0	0	2	2
Equestrian	15	2	8	9	6	6
Endurance phase	6	2	2	3	2	2
Fencing	30	2	0	12	8	8
Terrace Theater (finals)	0	0	10	0	0	0
Football	20	3	15	9	6	6
Annapolis	0	0	0	1	2	0
Harvard	0	0	0	1	2	0
Stanford	6	0	0	1	2	2
Gymnastics	30	3	35	15	10	10
Handball	6	1	3	3	2	2
Hockey	10	2	7	5	3	3
Judo	10	2	11	3	3	3
Modern Pentathlon	6	2	2	3	1	2
Shooting	6	0	2	3	2	2
Swimming	35	2	70	15	10	10
Water Polo	6	0	6	3	2	2
Tennis	0	0	2	0	0	0
Volleyball	0	0	14	0	0	0
Weightlifting	12	1	19	6	4	4
Wrestling	12	1	11	6	4	4
Yachting	3	0	12	0	1	1
UCLA Village	0	0	0	0	0	0
UCSB Village	2	0	0	1	1	1
USC Village	0	0	7	0	0	0
IOC Session	6	1	0	3	2	2
Main Press Center	105	24	471	90	42	43
Other Sites:						
OAF—Main Press Area	6	0			2	2
OAF—Pasadena sub-center	3	0			1	1
OAF—UCLA sub-center	5	0			2	1
Totals	532	65	982	274	174	171

23.11.7 Village operations

Access to the Olympic villages was limited as had always been the case. Security was understandably tight, yet the media sought an opportunity to meet with athletes and to get a flavor of village life to share with listeners, readers and viewers back home.

The Olympic Charter focused on the need for limited press access to the villages and established a maximum of 300 passes into a single village at any one time. The LAOOC and IOC agreed to allow a maximum of 200 persons at one time into each of the two main villages (a total of 400) and an additional 40 persons into the village for rowing and canoeing athletes at UCSB. For a journalist to enter a village, he had to exchange his accreditation card for a village press card. A reverse exchange was made when a journalist left the village.

Each village was divided into three areas: administrative areas for the LAOOC, common areas for all village residents including dining areas, recreation and training areas, and housing units. The desired access for press focused on the common areas, leaving administrative areas for the LAOOC staff and the housing units for the privacy of the athletes. Common areas usually included a dining area, a discotheque or theater, shops, video-game area and other entertainment and relaxation areas. Training sites within the villages included a training track and additional facilities, depending on the village.

Access to these areas was severely restricted for press. At UCLA, a small area at one end of the training track was set up, with six tents (ten feet square) for interviews and an LAOOC office with EMS and intra-village telephones for calling NOC offices and setting up interviews. Press were also able to move along the grandstands of the track and could observe portions of the recreation area from a penned-in area at the top of the stands. At USC, journalists were allowed only into a small pen outside of the press entry area, also equipped with six tents (ten feet square) for interviews and additional umbrella-shaded tables. The penned area overlooked the village park and was close to the recreation area (contained in a classroom building) and the area for welcoming ceremonies. However, the pen offered no clear opportunity to contact any athletes and little or no view of village life. The training track was open as well at USC, but was entered through a different entry point and was not well known to the journalists. All village press areas were open from 0900—2100 hours daily, except for 28 July and 12 August, the days of Opening and Closing Ceremonies during which the USC Village only was closed to all visitors.

In order to give a better glimpse of the village, tours were set up for journalists. Each tour required sign-ups 24 hours in advance at the Main Press Center and was limited to a maximum of 25 journalists. Tours were scheduled once each day from 14–19 July, twice per day from 20–27 July and once per day from 29 July–11 August. These tours allowed media to walk through various parts of the villages, including the dining, health and recreation areas. A sample room was shown on the UCLA Village tour. These were well received by the media in the pre-Games period but were lightly attended during the Games.

Welcoming ceremonies were initially off-limits to media, but a decision on 16 July opened them to media with the consent of the NOC(s) involved.

The limit of 200 passes into the villages was never reached, despite some dire pre-Games predictions about crowding. After heavy initial interest in the villages, journalists became disenchanted with their limited access to athlete areas outside the residence halls and the difficult contact procedures with National Olympic Committees. Most journalists made contact with athletes at the competition sites during the Games period.

Press entry at UCSB was light, and averaged 15–20 persons per day, with the limit of 40 press into the village at one time never reached. The interview area was located adjacent to the recreation area and was good for athlete contact.

Sub-centers with filing facilities were located outside the villages themselves. At UCLA, the gymnastics/tennis sub-center was used, while at USC, the swimming sub-center was available. This was planned so that media would not remain inside the villages all day but would stay for interviews and then file their reports outside, allowing additional media to enter. Journalists were not in favor of this plan, but it did produce a continual turnover of media coming into the village. The interview rooms of these sub-centers were also available but were lightly used. One NOC did give an informal briefing at the UCLA interview room every day and one formal news conference was held. The idea of having an interview room near the

village, but outside the controlled area, proved wise, since journalists were not required to go through the time-consuming formalities of trading their accreditation badges for village passes to attend these events.

23.11.8 IOC Session and Olympic Arts Festival

The Press Operations Department took on additional responsibilities for support of the press operations sections of the 88th Session of the International Olympic Committee and the Olympic Arts Festival. In each case, close liaison was necessary with the entities responsible for the overall program: the IOC and the Olympic Arts Festival staff.

For the IOC Session, a press conference room was arranged in the Biltmore Bowl of the Biltmore Hotel, site of the session. Seating for 500 with necessary sound reinforcement was available. A press office and working area was set up in the Regency Room of the Biltmore, with necessary accreditation, EMS and telecommunications equipment. The LAOOC also assisted with the compilation of accreditation information and the preparation of the session accreditation badges.

Unfortunately, the IOC determined after the set-up had been completed that the IOC's own press office staff would operate the office and working areas and excused the LAOOC staff, who were subsequently re-assigned to duties at the Main Press Center and the venues. Later, LAOOC assistance was needed for session news briefings and staff were loaned as needed from the Main Press Center.

Olympic Arts Festival (OAF) press operations were divided between interview rooms with small working areas at the sites for dance (Pasadena Holiday Inn), theater (UCLA's Royce Hall) and a main center for accreditation, information, news briefings and ticket distribution at the Westin Bonaventure Hotel in downtown Los Angeles. Press operations staff members provided assistance in the compilation of the accreditation lists, equipment for all three press centers and manifests for ticket distribution. As the festival continued, OAF information staff requirements grew larger, and the press operations staff withdrew to focus on preparations for the Main Press Center. All press and public information requirements were left, as requested, in the hands of the OAF staff, which fulfilled these responsibilities throughout the remainder of the festival period.

Press Operations Electronic Messaging System equipment distribution

<i>Sport/site</i>	<i>EM terminals in press seating areas</i>	<i>EM terminals in press sub-centers</i>	<i>EM terminals in venue press offices</i>	<i>EM terminals in press interview area</i>
Archery	5	1	1	0
Athletics	90	10	3	5
Marathon	0	0	0	0
Baseball	15	2	1	0
Basketball	30	7	1	0
Boxing	30	2	0	0
Canoeing/Rowing	10	4	1	0
Cycling	15	5	1	0
Team time trial	0	0	0	0
Individual road races	0	0	0	0
Equestrian	20	6	2	0
Endurance phase	0	3	0	0
Fencing	5	6	2	0
Terrace Theater (finals)	9	0	0	0
Football	0	8	1	0
Annapolis	0	0	0	0
Harvard	0	0	0	0
Stanford	0	0	0	0
Gymnastics	30	8	2	0
Handball	5	4	1	0
Hockey	8	3	2	0
Judo	8	3	1	0
Modern Pentathlon	0	2	0	0
Shooting	0	3	0	0
Swimming	35	8	2	0
Water Polo	8	2	1	0
Tennis	15	0	0	0
Volleyball	15	0	0	0
Weightlifting	15	4	1	0
Wrestling	15	4	1	0
Yachting	0	2	0	0
UCLA Village	0	2	0	0
UCSB Village	0	2	0	0
USC Village	0	2	0	0
IOC Session	0	2	2	2
Main Press Center	0	1	23	0
Totals	383	106	50	7

News Relations and Press Operations

23.11.9 Reflections on the venue operations

In general, the venue press operations teams succeeded in delivering a professional environment for journalists to view the competitions and then to work on their reports. The venue press chiefs worked well with their staff and the media found a willingness-to-help attitude which solved many of the problems encountered individually. In future Games, the following should be noted:

- Athlete access must be increased in sports where competitors have extensive post-event responsibilities. Sports such as canoeing, equestrian, rowing and yachting caused unnecessary frustration for the media because of heavy restrictions on access to boathouses and stables. A controlled approach to journalist access into these areas, with marshals having the authority to give media access to athletes who wish to talk, could help immensely.
- Interview procedures should always consider the popularity of the mixed zones in Los Angeles. Almost without exception, journalists found that both mixed zone and news conference opportunities complemented rather than duplicated each other. News conferences will operate more smoothly if coaches and competitors are briefed by a press operations person regarding procedures at a pre-competition team meeting.
- Seating for news media must be arranged with a view toward not only the field of play but also the mixed zones, news conference and working areas. In the venues where facilities for journalists were spread throughout the building, many became confused and caused continual problems for access control personnel.
- Restrictions on press seating via ticketing are to be avoided if at all possible. The issuance of tickets is a frustrating and lengthy process for both journalist and organizer alike. When ticketing is required, information and procedures about distribution and pick-up should be publicized as widely as possible at least five days prior to the event. Distribution itself should begin not less than 48 hours prior to the event itself.
- The role of television monitors for press must be considered in light of need. Although many demanded monitors for all sports, the truth was that only in athletics was the television monitor issue an important one. Seats in swimming that did not provide a finish line view justified the use of monitors after careful consideration. The use of available technologies such as low-power transmissions gave the organizers a way to provide a requested service at a moderate cost. If possible, the provision of a channel which carries interview room news conferences at the venue concerned is fully worthwhile and will allow journalists in the press seating area to continue watching competition at that site instead of crowding into the interview room.
- Sub-centers should be opened well in advance of the beginning of competition, especially for those sports which have a large number of specialist writers, such as equestrian and yachting. With the construction of facilities and training of staff taking place concurrently, venue press chiefs and staff had little ability to assist media at these sites in the pre-competition days in Los Angeles.
- Telecommunications equipment needs must be carefully considered in light of evolving technologies. Telephone requirements at some of the smaller sites were underestimated; because of the early morning start at the cycling individual road races, European writers were able to file stories under deadline. Telex equipment at the venues was overstated since most of the final events took place after European deadlines and journalists returned to the Main Press Center to file. Telecopiers were lightly used and technology may pass these machines by, since most North American writers use small video-display terminals which require data transmissions through telephones via acoustically coupled modems. As this kind of equipment proliferates, the requirement for provision of additional power outlets will closely follow.
- Venue food service was generally adequate, as most media expected only free beverage service. However, special care must be taken that beverages are available at nearby locations and away from the public. Water must be available at outdoor stadiums where dehydration may be a factor. The availability of press-only concession lines or stands is sound, but they must either be placed away from public spectator stands and well-policed or placed in a restricted area. The same conditions apply even more stringently if food at press lounges or snack bars is provided on a complimentary basis. The LAOOC never faced the latter questions in view of costs and space.
- Venue staff communications must be carefully thought out. Hand-held walkie-talkies were by far the best but were in very limited supply. Telephones were helpful but hardly portable enough and were usually busy with outsiders asking questions. Equipment must be provided not only for incoming calls and requests but also for intravenue communications among venue press chiefs and venue press staff, especially AVPCs.
- Any centrally controlled operation must be able to deliver centrally located assistance to the outlying sites. The LAOOC's Press Operations Department management was unable to deliver consistently effective assistance to the sites because of the heavy requirements on it at the Main Press Center. A team of managers to deliver assistance to the venues from the MPC is necessary for back-up and guidance during all hours of venue operations.
- Venues with shared responsibility for design, equipment and operations must be carefully thought out as to the role of each group involved. The assistance given to both the IOC Session and Olympic Arts Festival events would have been better utilized if all sides had understood the role of the other. Without such agreement, the group ultimately responsible for the event—the IOC for its Session and the OAF staff for the Arts Festival—should be left to organize and execute its operations.

24

24.01 Concept of the programs

Coins and stamps commemorating the Olympic Games have become traditional in most nations hosting the Games since 1952. Coin programs honoring the Munich, Montreal and Moscow Games provided major sources of revenue to the organizing committees of those Games.

Stamp programs are also traditional. Although stamps are not generally viewed as having as great a revenue-producing or fund raising potential as coins, many nations have issued stamps during Olympic years commemorating the Games or their participation in them.

As far back as 1977, LAOOC senior management saw an Olympic coin program as an important fund raising possibility and assigned the head of its Government Relations Department to investigate and report on the possibilities of the LAOOC working with the Congress and the U.S. Department of the Treasury to bring about an Olympic coin program. The LAOOC also investigated the possibility of issuing a series of Olympic commemorative stamps with the U.S. Postal Service.

The President's Commission on Olympic Sports, which issued its final report in January 1977, listed both commemorative coins and stamps as potentially vast sources of revenue for amateur sports in general and for both the U.S. Olympic Committee and any potential Los Angeles Olympic organizing committee in particular. At that time, the Los Angeles group bidding for the Games was the Southern California Committee for the Olympic Games.

The Commission report noted that "a coin program would be well received by the American public in that it would produce significant revenue for amateur sports." Based on revenue figures from the Eisenhower silver dollar program, the Bicentennial coin program and the Canadian Olympic coin program, the Commission estimated that an appropriately developed U.S. gold and/or silver coin program would generate between \$1 billion and \$1.2 billion in group sales, with a net profit of \$500-600 million for amateur sports. The Commission further noted that consideration might be given to a U.S. Postal Service stamp program which would commemorate the Olympics every four years on first day covers. In

Canada, sales of philatelic stamps brought \$6.3 million in revenue to the Organizing Committee of the Olympic Games (COJO). In the United States, each cancellation of a first day cover (with the cover provided by the organization) usually meant that the Postal Service had sold a stamp without having to handle an extra piece of mail; after the first 100, there was a five-cent charge for each cancellation, providing additional revenue to the Postal Service.

Olympic commemorative coins were first struck by Finland for the 1952 Games held in Helsinki. Since 1964, each host nation for the Games (1964: Japan; 1968: Mexico City; 1972: Federal Republic of Germany; 1976: Canada; and 1980: U.S.S.R.) has minted and sold Olympic commemorative coins with much success. The 1972 Munich program had a net profit of approximately \$228.56 million (1972 dollars), the 1976 Montreal program about \$101.33 million (1976 dollars) and the Moscow program about \$85.15 million (1980 dollars).

Olympic philately has a strong tradition, with a great many stamps having been issued by many nations depicting or commemorating the Olympics. International Olympic Committee President Juan Antonio Samaranch allowed his own outstanding collection of Olympic philately to be exhibited during the Los Angeles Games.

24.02 Commemorative coin program

24.02.7 History of programs in the United States

Commemorative coins in the United States are rarely issued. Only 59 had ever been struck prior to 1982. Fifty of those were in silver (48 half-dollars, one quarter-dollar and one one-dollar piece) and nine in gold (six one-dollar, two quarter-eagles, \$2.50, and one fifty-dollar gold piece, the highest face value of any U.S. coin).

In 1982, the U.S. Mint issued a 90 percent silver half-dollar commemorating the 250th anniversary of the birth of George Washington, the first president of the United States. This was the first U.S. commemorative coin struck since 1954.

Following is a brief summary of the first and last (up to 1982) commemorative coins issued in silver and gold:

- Prior to 1982, there were 50 silver coins struck, including the first issued in 1892 and the most recent in 1954. The first was a half-dollar commemorating the Columbian Exposition in Chicago and celebrating the 400th anniversary of Columbus' discovery of America. There were 950,000 of these half-dollars minted. The one in 1954 was the last year of issue of the Washington-Carver dollar that ran from 1951-1954. In its last year, a total of 146,036 Washington-Carver dollars were struck.

- The first gold commemorative coin—two gold dollars celebrating the 100th anniversary of the Louisiana Purchase—was struck in 1903 for the Louisiana Purchase Exposition held in St. Louis one year later. One gold dollar featured Thomas Jefferson on its face, the President of the United States at the time of the Louisiana Purchase, and the other, William McKinley, who was a recently assassinated president. There were 17,500 coins minted of each. The last gold commemorative was struck in 1926 for the Philadelphia Sesquicentennial (150 years). These coins were quarter-eagles and there were a total of 46,019 struck. The last gold coins struck in the U.S. were issued in 1933 in denominations of \$10 and \$20.

24.02.2 Concept of the program

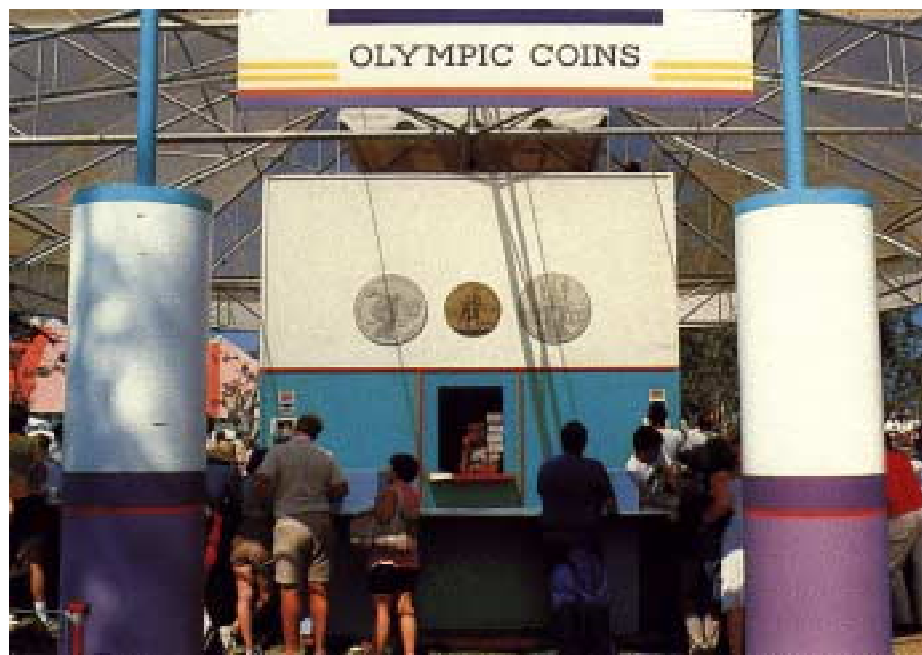
From its inception, the Organizing Committee believed that an Olympic coin program would be worthwhile. Senior management, however, was well aware that the United States Treasury Department historically opposed the issuing of commemorative coins for a number of reasons. Among them were:

- Coins were not items to be hoarded by people. Rather, as the "coin of the realm," they should be used as a medium of exchange and legal tender for all debts and purchases.

- The Treasury Department regarded the issuance of as many as 30 coins, using different designs, both confusing and conducive to counterfeiting.
- Issuance of coins such as Olympic commemoratives would set a dangerous precedent, especially if they were profitable, because many groups and organizations would make requests to mint coins to honor their particular observances.
- The government would loathe to do something it hadn't done in more than 50 years, that is, issue a gold coin.
- Minting of a gold coin would be directly contrary to the U.S. government's policy to diminish the value of gold and eliminate gold's special status in the international monetary system.

Having recognized that modern sales techniques and wide use of media had helped Munich, Montreal and Moscow market their coins, the LAOOC decided, despite the expected opposition from both the executive and legislative branches of the U.S. government, the worldwide sales of coins should be accomplished through the private sector, rather than through the Treasury Department or any other government agency.

To that end, the Organizing Committee solicited numerous private marketing companies experienced in marketing past coin and medal programs to make proposals. The LAOOC reached an agreement with Lazard Freres of Paris, Occidental Petroleum (USA) and the Franklin Mint (USA), which became known as the Coin Group and



1 Prospective buyers inspect the Olympic Coins at the Exposition Park booth.

advanced \$5 million and guaranteed \$50 million more to the organizers. The Group also took on the responsibility for helping move the Olympic coin bill through Congress and for ultimately purchasing the coins from the U.S. Treasury Department for cash. The LAOOC, according to the Group's proposal, would keep \$1 million regardless of the bill's fate and would be able to use the interest on the \$5 million.

Although the LAOOC was spearheading the coin proposal in the U.S. Congress, the Organizing Committee was not the only proposed beneficiary of the program. The LAOOC agreed to split the revenues it would receive from the sales of commemorative coins with the United States Olympic Committee on an equal basis, to assist the USOC with its fund raising efforts and to ensure that money from the sales of coins would go directly to the athletes for their development and training, in addition to the organization and staging of the Games in Los Angeles.

In the past, each National Olympic Committee received a fee equal to three percent of the gross sales of coins in their country in return for the right to market coins bearing the Olympic symbols in that country. In its agreement with the LAOOC to receive 50 percent of the coin revenues, the USOC agreed to clear the rights to use the Olympic symbols in each country and would pay the 3 percent fee to each NOC out of its share of the coin proceeds. In this way, the commemorative coin sales in the USA helped to finance the training and development of Olympic teams around the world.

24.02.3 Original legislation and marketing proposal

The original legislation in the U.S. Senate, co-authored by the chairman of the Senate Banking Committee and the ranking minority member of that committee called for 29 gold and silver coins to be minted by the Treasury Department. A Washington lobbying organization was retained by the Group to aid in pushing the bill through to final passage in both the Senate and the House of Representatives. Both the LAOOC president and executive vice president/general manager testified before the committee on the essential aid that would be provided to the LAOOC by the coin program.

The bill was amended to a lesser total of 25 coins, and, after further consideration and the passage of time, 17 coins, and easily passed the Senate in December 1981; as a result, the Group cut its guaranteed return to the Organizing Committee from \$50 million to \$30 million.

House legislation was initially authored by a Southern California representative and ultimately by the chairman of the House Banking Committee, which sent the bill to the full House on a 32-7 vote.

The committee version of the bill authorized the Treasury Department to mint up to 42 million legal tender coins in denominations of \$1, \$10, \$50 and \$100 in 17 different designs.

Further, it provided for the marketing of the coins by private firms selected through a competitive bid process overseen by the Treasury Department. A minimum of \$30 million was guaranteed, with proceeds being split among the private marketers, the LAOOC and the U.S. Olympic Committee.

Once the bill reached the House floor on 20 May 1981, however, the chairman of the Subcommittee on Coinage and Consumer Affairs opened debate on the bill, which the lobbyists had assumed would not happen.

The basic argument against the bill was that U.S. legal tender should not be put into the hands of private entrepreneurs and that too small a percentage of the money would eventually be directed toward aid for athletes. Furthermore, the Group was attacked, one member as being a foreign agent, another for having been fined by the government and the third as one having undesirable and unethical business dealings with socialist bloc nations.

A substitute motion calling for a 1983 issue of a single 90 percent silver coin with a one dollar face value, a 1984 issue of the same type of coin, also with a dollar face value, and a single 1984 issue 90 percent gold coin with a \$10 face value was made in May 1982.

The Mint would be authorized to strike up to 50 million silver and two million gold coins, the designs of which would be determined by the Secretary of the

Treasury. The silver would be sold at a retail price of \$32 and the gold at \$352. In a vote that surprised backers of the original bill, this motion won easily, 302-84, thus ending the Group and its proposal.

The Senate, noting the mounting time pressures to get any program going, approved S. 1230, as amended by the House, on 1 July 1982 and sent the bill to the president for his signature. President Ronald Reagan signed the bill into law on 22 July 1982 (Public Law 97-220).

24.02.4 Outcome of consideration by the Congress

The legislation actually removed the Organizing Committee from any specific role in the financing of the coin program. All manufacturing and marketing of the coins became the responsibility of the Department of the Treasury. A surcharge of \$10 for each silver and \$50 for each gold coin sold was split between the LAOOC and the U.S. Olympic Committee, the funds paid by the Treasury at the end of each month. The LAOOC pledge that no tax funds would be used to stage the Olympics was upheld in regard to the coin program, as the Secretary of the Treasury was responsible for insuring that there would be no net cost to the United States government.



2

2 The three Olympic coins.

Numismatic and Philatelic Programs

24.02.5 Authorization and striking of the Olympic commemorative coin

The program started very slowly, one reason being that the selection of the designs for the coins went through months of disagreement. After three designs produced by the U.S. Mint staff had been approved by the Treasury Secretary, independent coin and design experts told of their dislike for the designs at a Congressional hearing. Finally, a silver coin design by Robert Graham of California was approved as was a design for the gold coin by John Mercanti, an engraver for the U.S. Mint. The design for the other silver dollar was produced by the chief sculptor of the U.S. Mint.

24.02.6 Design and composition of the coins

The 1983 silver dollar was designed by Elizabeth Jones and featured a discus thrower on the obverse side and the American eagle on the reverse. Its weight was .86 troy ounces (26.73 grams) and its composition was .900 silver and .100 copper. It had a diameter of 1.5 inches (38.10 millimeters) and a reeded edge. It was proof minted at San Francisco (4,575,603) and the uncirculated minting was done at Philadelphia (920,485), San Francisco (550,000) and Denver (550,000).

The 1984 silver dollar was designed by Robert Graham and featured the Los Angeles Memorial Coliseum on the obverse and the American Eagle on the reverse. Its weight was .86 troy ounces (26.73 grams) and its composition was .900 silver and .100 copper. It had a 1.5-inch diameter and a reeded edge. It was proof minted at San Francisco (4,000,000) and the uncirculated issue was minted at Philadelphia, San Francisco (550,000) and Denver (550,000).

The 1984 Olympic Gold Eagle, worth \$10 face value, was designed by John Mercanti from a concept by James Peed, and featured Olympic torch bearers on the obverse and the American Eagle on the reverse. Its weight was .538 troy ounces (16.718 grams) and its composition was .900 gold (21.6 karat) and .100 copper. Its diameter was 1.06 inches (27.00 millimeters) and it had a reeded edge. It was proof minted at West Point, New York (1,360,000), Philadelphia (150,000), San Francisco (150,000) and Denver (150,000) and the uncirculated issue was minted at West Point (190,000).

24.02.7 Marketing of the coins

Selection of the marketer, as was the case with the designers, became a long and complicated affair, despite severe time restrictions. The Treasurer of the United States managed the coin program and established a program requiring dozens of potential marketers to submit detailed proposals for marketing the coins in the United States. D'Arcy-MacManus and Masius, a New York advertising agency, was selected. The agency's media advertising plan was approved, but the agency had difficulties setting up retail sales outlets. Four wholesale dealers were established to service the retail coin trade but were very slow in beginning that operation, probably because of the low profit possibilities with coins versus cash investments. Coin dealers generally are accustomed to high unit profits but Treasury Department policy required an initial cash purchase by wholesale dealers of 30,000 coins.

With U.S. marketing at least sporadically underway, the treasurer turned her attention to foreign marketing, again soliciting dozens of proposals, with the criteria being a marketing plan, qualifications and satisfactory financial stability. Lazard Freres, a member of the original marketing triumvirate, was selected as the foreign marketer and estimated that its overseas efforts would result in about 25 percent of the total coin sales.

D'Arcy-MacManus and Masius, however, continued to encounter delays in getting its program authorized after it took over in November 1982 and could not implement its recommendations until April 1983, by which date the program had earned \$24 million. The Treasury followed up later in the year by appointing a special task force charged with increasing coin sales. That group, assisted by a top marketing executive from a major private corporation, did so. It streamlined the program by establishing more retail outlets, financing a \$15 million series of television commercials and establishing a retail coin center in Exposition Park during the Games.

The Treasury never made arrangements with a major U.S. retail chain to handle the sales of the coins or to help by mailing information to their retail customers as had been done by arrangement of the Montreal organizers in 1976.

Still, sales increased with surcharge income to the LAOOC and the USOC growing monthly, from \$1.7 million in March 1983 to almost \$4 million by July 1983.

Sales continued to increase as enthusiasm for the Olympics, helped immeasurably by the tremendous public response to the Olympic torch relay, gripped the United States.



3

D'Arcy-MacManus and Masius reported that sales in the eastern United States had been relatively slow until the torch relay and the Games themselves. The sales program was extended through the holiday season in December 1984, until 18 January 1985.

3 First day covers of stamps and postal stationery issued in advance of the Games.

After sales ended, the coin dies were destroyed and silver and gold inventories were melted down.

**24.02.8
Results of the coin program**

Coin revenue to the LAOOC stood at \$31 million by 30 November 1984 with an anticipated additional revenue of \$5 million by the time the sales program ends. An equal amount was received by the United States Olympic Committee, helping to further their programs for Olympic sports in the USA. While the revenue which accrued to the Organizing Committee certainly was no small amount, reservations among those involved with the original proposals still believe that even greater revenue could have been realized had that proposal been passed by the U.S. Congress.

**24.03
Commemorative stamp program**

**24.03.1
History of United States commemorative stamps**

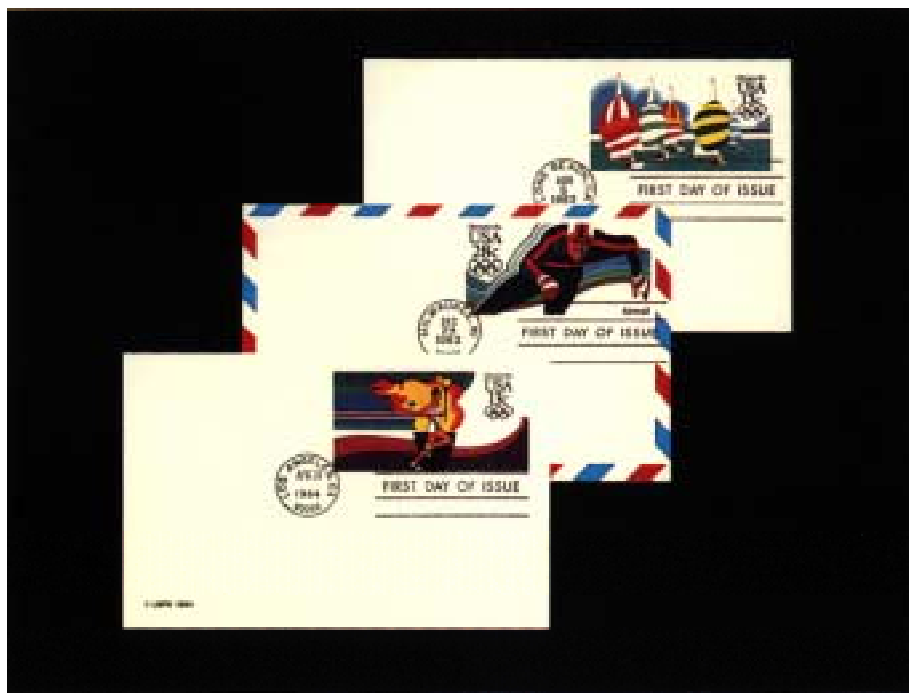
The first commemorative stamps issued in the United States came in 16 denominations, ranging from 1-cent to \$5, commemorating the 1893 Columbian Exposition in Chicago and marking the 400th anniversary of Columbus' discovery of America.

Since that time, literally thousands of U.S. commemorative stamps have been issued. But Olympic philately did not begin until 1932, when the Olympic Winter Games were held in Lake Placid, New York. A 2-cent stamp was issued to commemorate those Games and were first sold at the Lake Placid post office on 25 January 1932. Later that year, a 3-cent and 5-cent stamp set was issued on the occasion of the Games of the Xth Olympiad in Los Angeles and first sold at the Los Angeles post office on 15 June 1932.

The Olympic Winter Games were next held in the United States in 1960 at Squaw Valley, California. For those Games, a 4-cent stamp was issued and first appeared on 18 February 1960 at Tahoe City, California. In 1972, four stamps, including one airmail stamp, were issued to commemorate the Olympic Games in Munich and the Olympic Winter Games in Sapporo. Four postage stamps were issued in 1976 in celebration of the Olympic Games in Montreal and the Olympic Winter Games in Innsbruck. Five pieces of postal stationery were issued in honor of the 1980 Olympic and Winter Games at various times in 1979. A block of four 15-cent stamps and a single 10-cent stamp were first sold in Los Angeles on 5 September 1979 to commemorate the 1980 Olympic Games in Moscow. On 1 November 1979, a 31-cent airmail stamp honoring the Games was placed on sale at Colorado Springs, Colorado, headquarters city for the United States Olympic Committee. Another block of four 15-cent stamps in honor of the XIIIth Olympic Winter Games was issued at Lake Placid on 1 February 1980.



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4 United States postage stamps honoring the Games of the XXIIIrd Olympiad.
5 Postal cards honoring the Games



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6 From left, Los Angeles Mayor Tom Bradley, Olympian John Naber, LAOOC Vice President/Government Relations David Simon and LADOC Speaker's Bureau Manager Jeanne D'Amico present Olympic stamps.

7 A collector inspects an Olympic Philatelic Exhibition at the Pasadena Center Conference Building during the Games.

8 Postal services are offered throughout the Olympic area.

24.03.2 Concept and development of the program

Since the United States had traditionally issued commemorative stamps for a wide variety of observances and anniversaries, the LAOOC found the U.S. Postal Service very cooperative. In return, the U.S. Postal Service became an official licensee entitled to use the *Star in Motion* and other Olympic logos in promoting its involvement with and interest in the Games of the XXIIIrd Olympiad.

The LAOOC and the Postal Service reached an agreement in 1983 which provided for the issuance of 24 commemorative Olympic stamps depicting all the athletic events as well as issuance of other related stationery items such as postal cards and aerograms.

The initial series had its first day of cancellation on 8 April 1983 at Heritage Hall on the campus of the University of Southern California, which served as one of the Olympic villages for the Games. The set consisted of a block of four 40-cent international air mail stamps featuring the men's shot put, the men's still rings, women's swimming and weightlifting.

Other series issued included:

- A block of four 40-cent international airmail stamps featuring hurdling, women's basketball, football and women's gymnastics, issued at San Antonio, Texas, on 17 June 1983.
- A block of four 13-cent stamps depicting women's archery, the discus throw, women's high jump and boxing, issued at South Bend, Indiana, on 28 July 1983.
- A block of four 35-cent international airmail stamps depicting pole vaulting, cycling, women's fencing and women's volleyball, issued at Colorado Springs, Colorado, on 4 November 1983.
- A 28-cent international airmail postal card featuring speedskating, issued at Milwaukee, Wisconsin, on 29 December 1983.
- A block of four 20-cent stamps depicting figure skating, downhill skiing, cross-country skiing and ice hockey, issued on 6 January 1984.
- A 13-cent stamp depicting the Olympic Torch Relay, issued on 30 April 1984.
- A block of four 20-cent stamps featuring men's diving, the long jump, wrestling and kayaking, issued on 4 May 1984.

An aerogram depicting equestrian, water polo, tennis, hockey, baseball, team handball, luge, rowing and judo was issued on 14 October 1983. Also available from the Postal Service were Olympic cancellations from 33 postal stations which served Olympic venues during the Games, as well as maximum cards, which were pictorial postal cards on which a stamp could be affixed and then canceled on the picture side. The 25 different maximum cards available were ideal for collectors since the picture, stamp and cancellation were all related to a specific theme of the Games.

No revenues were received by the LAOOC from the United States Postal Service (USPS), as they merely continued to sell stamps at their regular face value. However, the LAOOC, in partnership with the International Olympic Committee and USOC, entered into an agreement with the Franklin Mint to sell First Day Covers honoring the stamps issued by the USPS on a world-wide basis. The income realized from this program was split among the three parties.

As a part of the Olympic Arts Festival, an Olympic Philatelic Exhibition was held from 25 July–12 August at the Pasadena Center Conference Building. The "Olympilex '84" exhibit proved popular and was attended by 3,500 patrons. The event was co-produced with the LAOOC by the Federated Philatelic Clubs of Southern California.

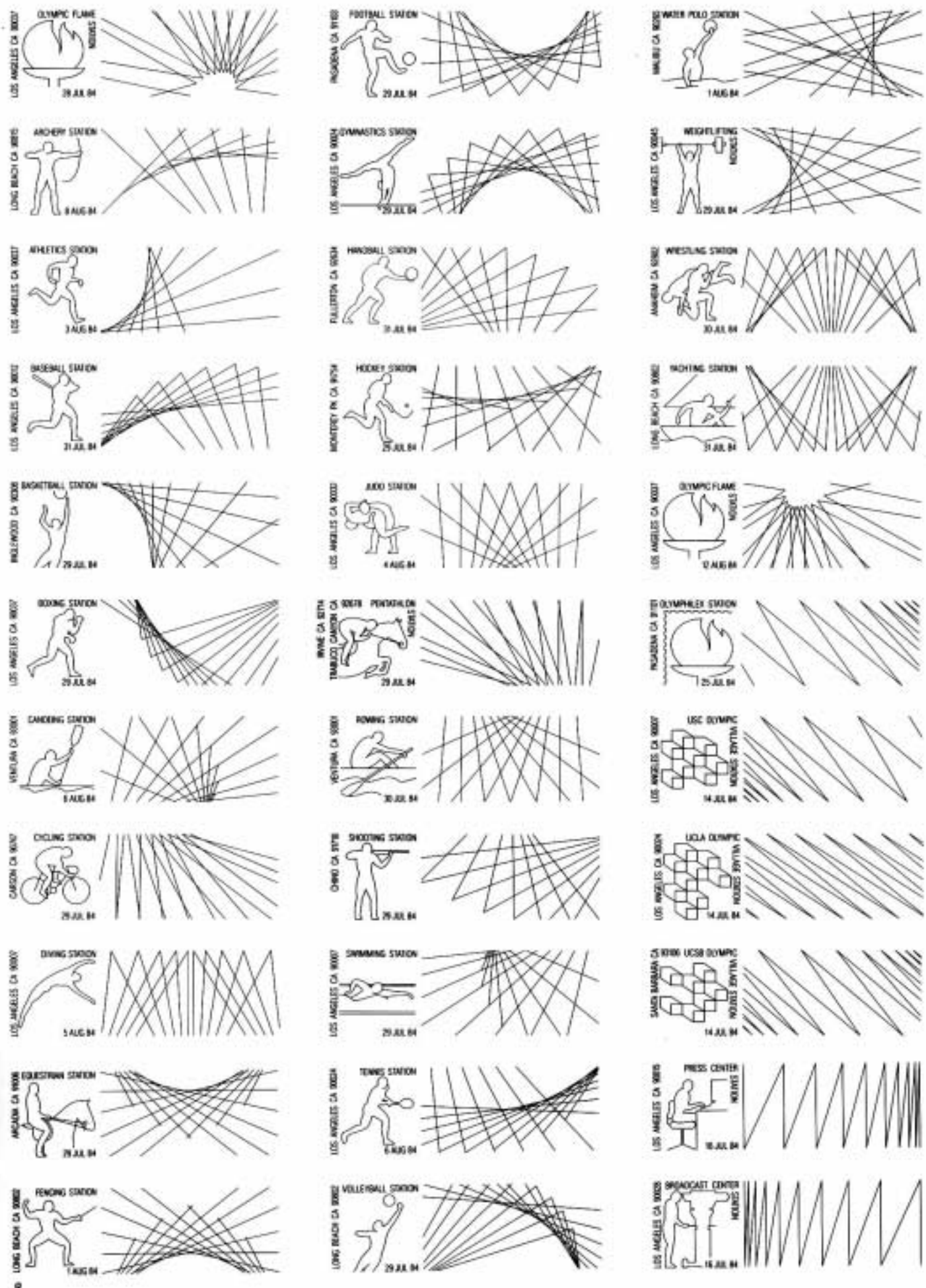
24.04 Special programs

24.04.1 Joint efforts with the Sarajevo Organizing Committee

Although there had been little involvement between organizers of Olympic Games and Olympic Winter Games in the past, given the disparate nature of the two events, the LAOOC and the organizing committee for the XIVth Olympic Winter Games in Sarajevo, Yugoslavia, communicated closely on a variety of matters in areas of mutual interest and benefit. Therefore, both organizing committees explored the possibility of producing a tangible item to serve as a lasting remainder of the close cooperation and friendship that existed between both the organizers and the peoples of Los Angeles and Sarajevo. To that end, it was decided to produce a limited edition medallion featuring a dove of peace and emblems of the two Games. Five thousand were minted by Josten's, the official supplier of awards for the Olympic Games, and distributed to all LAOOC staff members, to the Sarajevo organizers and, on a limited basis, to IOC members and other dignitaries. A smaller commemorative medallion featuring the same symbols was distributed to every LAOOC ticket buyer. There were 300,000 of those made.

24.04.2 Other collectibles: Medals and pins

Recognizing the intense interest in collecting and trading pins, not only by spectators but also by athletes, coaches, officials, journalists and nearly everyone else involved with the Olympic Games, the LAOOC licensed Ooh La La, Inc., to produce cloisonne jewelry. Ooh La La produced three different series of pins, totaling 101 different designs, including the *Star in Motion* in various sizes, *Sam the Olympic Eagle* as a participant in every sport and Olympic sports pictograms.



9 Special cancellations honoring each site were offered by the United States Postal Service.

Numismatic and Philatelic Programs

The LAOOC also had licensees that produced such items as commemorative plates, men's and women's jewelry, bus tokens, belts and belt buckles, glass objects, costume jewelry and handcrafted native American jewelry.

The Organizing Committee even issued pins for its staff to mark special occasions, including pins to honor and identify Olympic patrons, the Olympic Spirit Team, LAOOC volunteers (Team '84), *Sam the Olympic Eagle* as Santa Claus for Christmas 1982, and special volunteer pins honoring those who had worked more than 250 hours. Special thanks to LAOOC staff and volunteers were extended with a special flat enamel pin commissioned by IOC President Juan Antonio Samaranch and bearing the word "Gracias" and the initials "J.A.S." LAOOC senior management likewise showed its appreciation to the staff and volunteers after the Games with a special pin saying "Thanks" with the signatures "Peter, Paul, Harry" inscribed on it.

Various departments of the Organizing Committee also issued their own pins to commemorate their specific roles in the Games. The Press Operations Department even issued the first-ever pins for the media with mascot *Sam the Olympic Eagle* posed on three different style pins as a print journalist, as a radio/TV broadcaster and as a photographer.

24.05 Summary

Because commemorative coins and stamps had become major sources of revenue to recent Games organizers, the LAOOC sought such programs for the Games of the XXIIIrd Olympiad and succeeded despite resistance from the United States government, which had not produced commemorative coins in large quantities since the 1930s. The Organizing Committee coordinated its efforts with the U.S. Congress and the U.S. Treasury Department to establish an Olympic coin program and with the U.S. Postal Service to issue a series of commemorative Olympic stamps.

The coin program faced numerous delays from its inception. Although the United States Senate had approved a bill for 17 coins of varying designs that the LAOOC assumed would easily pass the U.S. House of Representatives, other interests arose and a substitute bill was passed. The latter halted the financing and marketing of Olympic coins by the LAOOC and its three private contract firms, giving those responsibilities to the appropriate government agencies. Ultimately, the Olympic coin program consisted of three coins, a 1983 silver dollar, a 1984 silver dollar and a 1984 gold eagle, worth \$10.

Revenue that accrued to the Organizing Committee through 30 November 1984 amounted to \$31 million. Another \$5 million was expected before the program ceased.

The LAOOC negotiated with the U.S. Postal Service for a series of Olympic commemorative stamps and eventually named the Postal Service as an official licensee of the Games. Series or single stamps or cards were issued by the Postal Service on ten different occasions during 1983 and 1984 to commemorate different facets of the Olympic Games. Also available from the Postal Service were Olympic cancellations from 33 postal stations serving Olympic venues during the Games, as well as maximum cards, which were pictorial postal cards.

The LAOOC also recognized the intense public interest in pins and other such collectibles and named various official licensees to manufacture and sell such items. Special pins were also issued by the LAOOC to mark special occasions, and at the close of the Games, two special pins thanking the LAOOC staff and volunteers were commissioned by the IOC President and by LAOOC senior management.

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1 The OAF program information guide and ticket order form.

25.01 Concept of the Festival

25.01.1 Historical concept

The union of art and athletics in the Olympic movement began in 1906 when Baron Pierre de Coubertin, founder of the modern Olympic Games, organized a conference in Paris to study the extent to which art and literature could be incorporated into the celebration of the modern Olympiad. Coubertin believed that the Olympic ideal should celebrate the complete individual, not just athletic ability.

The Stockholm Games of 1912 were the first to fulfill this association, awarding medals in five competitions; architecture, sculpture, painting, music and literature.

During the next ten Olympiads, the arts competitions suffered not only from their own problems, but also in comparison to the athletic competitions. There were difficulties in mustering large orchestras to play new works, troubles with transporting exhibits and, foremost, difficulties in attracting first-class competitors—prospective artists who already enjoyed prominence in their fields, preferred to judge rather than be judged. Additionally, few prizes were awarded because judges often felt that the entries did not merit Olympic-class recognition.

Therefore, at the conclusion of the 1948 London Games, the International Olympic Committee (IOC) eliminated the competitive concept of the arts program. Beginning with the Helsinki Games of 1952, the Olympic cultural programs assumed the character of an exhibition or festival.

This decision to create an Olympic arts festival resulted in the addition of a rule to the Olympic charter which directed the organizing committee for each Olympic Games to arrange exhibitions and demonstrations of art, which the Charter defined as “architecture, literature, music, painting, sculpture, photography and sports philately.” The Charter allowed “*theatrical, ballet, opera performances or symphony concerts*” and specified that the arts component of the Games “*shall be on an equal standard. . .as the sports events.*”

Each organizing committee has had the option of choosing the type of arts festival it would present and the length of time it would encompass. Montreal in 1976 and Moscow in 1980 preferred to present only native artists. Mexico City in 1968 and Munich in 1972 had international festivals. The 1972 Festival lasted six weeks; 1976 lasted four weeks and 1980 lasted five. The 1968 program ran for a one-year time period.

25.01.2 Concept for 1984

For the Games of the XXIIIrd Olympiad, the Los Angeles Olympic Organizing Committee (LAOOC) honored the Charter mandate by creating a ten-week festival, most of which would precede the Games rather than compete with them. The first seven weeks, from 1 June to 20 July, featured programs that were international in flavor, thus reflecting the character of the Games and the host city of Los Angeles where more than 80 languages and cultures coexist. The final three weeks, from 20 July to 12 August, showcased the unique cultural richness of Los Angeles and the United States.

A significant parallel can be drawn between the organization of the Olympic Arts Festival and the Olympic Games. Both drew on the resources of the city of Los Angeles. The OAF reached out to the city’s arts community to enlist the support of its museums and galleries, its theatre and dance companies, its cultural and community centers. These organizations became co-producers of the Festival and were instrumental in its planning and implementation. Financial assistance from the Times Mirror Company, the official corporate sponsor of the cultural program, provided the Festival with sufficient resources and freedom to enable the organizers to be bold in their artistic selections.

The goals of the 1984 Olympic Arts Festival were:

- To be the year’s major international arts festival
- To serve as an elegant prelude and joyful accompaniment to the 1984 Olympic Games
- To celebrate the international brotherhood of the artist as the Games celebrate the international brotherhood of the athlete
- To showcase cultural diversity and excellence
- To present artists and works that have been seen infrequently by Los Angeles audiences

- To make a lasting contribution to Los Angeles and its artistic and cultural growth
- To provide a cross-cultural forum for world artists and audiences
- To create an atmosphere of festival and celebration throughout the greater Los Angeles area

The 1984 Olympic Arts Festival was a single, grand-scale celebration. Its program represented the traditions of world culture in a diversity of mediums. It challenged traditional artistic boundaries and united emerging young talent with more established artists—the essence of the Olympic Movement.

25.01.3 Cultural Affairs Department

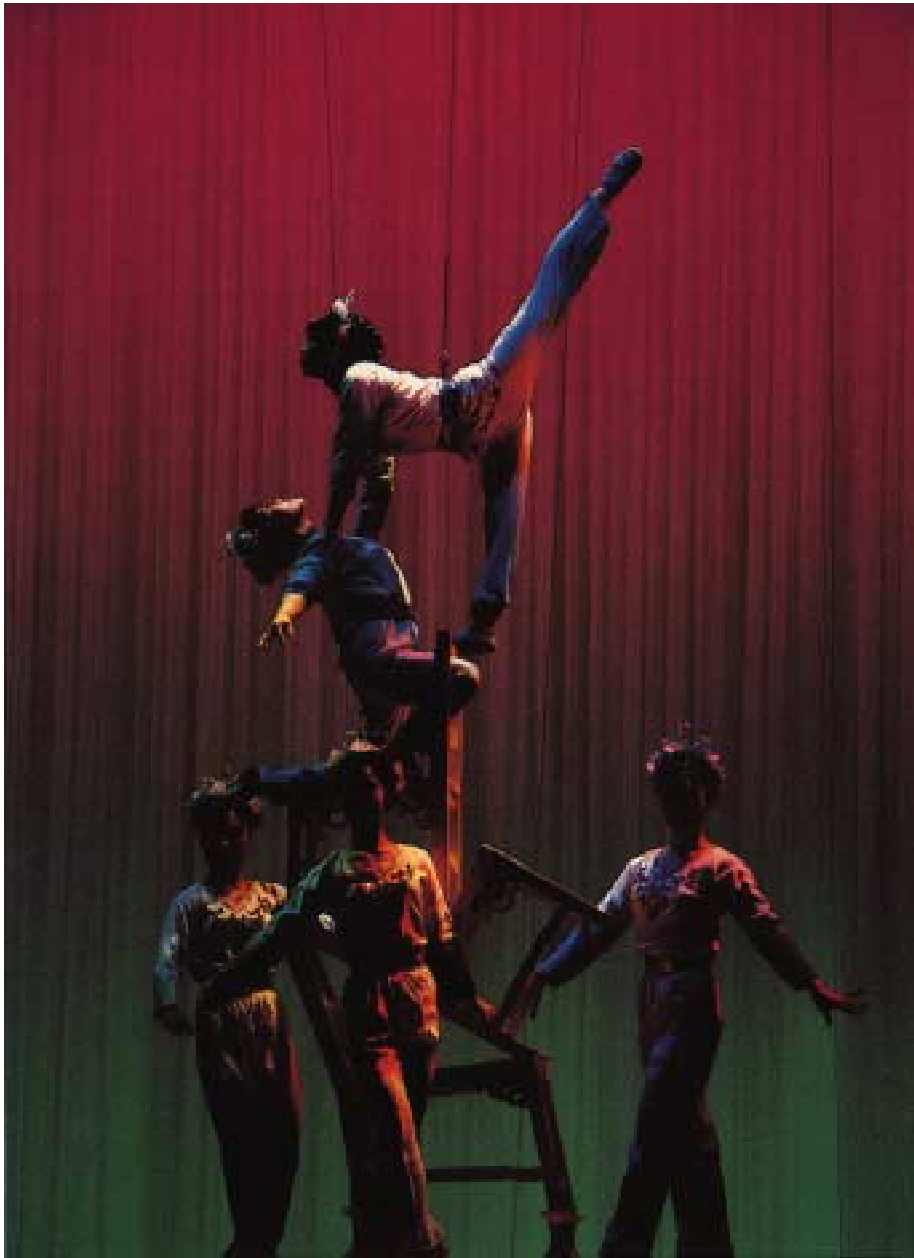
Within the Los Angeles Olympic Organizing Committee, the Cultural Affairs Department, later called simply the Olympic Arts Festival, was designed to serve as the executive producer for all Festival events. The department was responsible for all artistic and managerial decisions relating to the Festival production. These included:

- Developing and implementing a comprehensive artist selection policy
- Selecting and managing the co-producing partners
- Overseeing the final selection of the performing arts companies, as well as selecting the artists commissioned for projects commemorating the 1984 Olympic Games
- Developing and implementing a comprehensive Festival marketing program
- Overseeing ticket sales and distribution
- Developing and overseeing a press and public relations program as it related to the Festival
- Coordinating Festival logistics from point of entry to exit of all visiting artists
- Ensuring the smooth technical production of all events

In order to avoid establishing a large staff of curators and impresarios for a one-time event of this scope and magnitude, the OAF entered into various agreements with existing Los Angeles arts organizations that had proven expertise and abilities in line-production. These organizations came



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2 Community artists paint a mural along one of Los Angeles' freeways.

3 The Chengdu Acrobatic Troupe from the People's Republic of China makes its American debut.

4 The Olympic Arts Festival logo dresses up the stage of the Hollywood Bowl.



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5 The People's Republic of China's Chengdu Acrobatic Troupe performs at the Ralph Freud Playhouse in Macgowan Hall at UCLA.

6 Sankaijuku, a dance troupe from Japan, in performance.



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to be known as the Festival co-producers. The OAF executive personnel based within the LAOOC, together with the co-producers and their staff and short-term Festival employees hired in May and June 1984, planned and implemented all aspects of the Festival. The OAF executive production staff was headed by the LAOOC vice president for Cultural Affairs/Director of the Olympic Arts Festival and two associate directors.

The Cultural Affairs Department avoided duplication of resources as well as increased staff numbers by incorporating and utilizing existing support services and personnel from other LAOOC departments. Accommodations, Architecture and Construction, Finance, Government Relations, Language Services, Material Logistics, Public Relations, Press Operations, Security, Transportation, Ticketing, and the Legal Department were among those LAOOC departments that either assigned one of their personnel exclusively to the Festival project or lent occasional expertise in specific areas of need.

Although this organizational design ultimately proved successful, it was not without some trial and error, as the support service personnel were in the difficult position of reporting to two departments with differing goals and objectives.

The co-producers

In early 1982, the Festival organizers entered into consulting agreements in the performing arts with three primary co-producing organizations: the Center Theatre Group/Mark Taper Forum in theatre, the Dance Gallery of the Bella Lewitzky Dance Company in dance, and radio station KUSC-FM in chamber music. Acting under the supervision and direction of the Festival director and in concert with the Festival staff, the co-producers' contractual responsibilities were:

- To advise on the selection of the performing arts companies to be included in the Festival

- To serve as the primary liaison with the selected companies
- To assist with the negotiations on the performance agreements with these companies
- To prepare the master schedule of the performances
- To serve as the primary liaison with the performance venues
- To assist with the negotiations for the lease agreements
- To assist in developing the implementation plan and resource assessment for the performing arts component of the Festival

The co-producing partners incurred neither financial risk nor legal responsibilities for performance contracts with invited companies. The OAF was signatory and had all the legal, financial and performance obligations as defined in the agreements. Ultimately, the OAF was the executive producer/presenter and the co-producer was the artistic advisor and source of production personnel and was paid a consulting fee for these services.

Several observations should be made regarding the nature of the relationship between the OAF and its co-producers in the performing arts. Accurate and effective communication was imperative to the success of the Festival and this objective was not always met by the OAF and the respective co-producers. While the success of the 1984 Olympic Arts Festival cannot be questioned, the co-producing model should be analyzed closely to determine if the overall operations would be better served with a more centralized staff.

Festival staffing

In collaboration with OAF co-producers, the LAOOC Human Resources and Finance Departments developed a corollary to the LAOOC Games Staffing plan which better met the needs of OAF. It was called Festival Staffing.

This hiring process was used for the 600 Festival staff beginning after 1 May 1984 and included technical crews, front-of-house personnel, drivers, press assistants and venue finance personnel.

The LAOOC Finance Department established a separate company designation for Festival staffing in its payroll system. The venue finance managers used established forms and procedures and audited the process at all venues.

The co-producers were responsible for identifying positions (with OAF approval), recruiting applicants and interviewing and hiring. The prospective employees did not sign the LAOOC staff Terms and Conditions letter, but rather a special terms and conditions letter for the OAF and the necessary tax forms.

The primary variance between Games Staffing and Festival Staffing was with regard to security. It was recognized that OAF venues did not require a high level of security control, and as a result, OAF used a simple non-accreditation identification system with no need for security clearance. The only exception was for finance personnel who were cleared prior to hiring.

The Olympic Arts Festival was the result of efforts given by numerous artists and organizations that make up the arts community of Los Angeles. The success of this collaboration was apparent to all who took part in the Festival. Legacies to the city of Los Angeles were both visible and non-visible. Among the less tangible gifts was a new spirit of cooperation among the leading arts organizations within the city and a new sense of what is possible within a community of artists who have already begun to test the outer limits of convention.



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25.02 Development of the Festival program

25.02.1 Artist selection

The basic premise in the selection of companies participating in the 1984 Olympic Arts Festival was one of excellence: to honor the true Olympians in the field of performing and visual arts. It also was important to the organizers that the program be multi-national, multi-cultural and multi-lingual and show diversity in medium and approach.

In the context of the Olympic Games—the foremost international sporting event—the cultural component could not live up to the mandate of “equal standard” if it were a festival of local or national character. It was decided that the Festival must be an international celebration of arts from around the

world. Therefore, those countries which had previously hosted an Olympic Games were invited to send performing arts companies and exhibitions. To increase continental representation, South America and Africa were added to the invitation list. To commemorate its first appearance in an Olympiad since the Los Angeles Games of 1932, the People’s Republic of China was invited to send a representative. Finally, looking to the future and the 1988 Games in Seoul, Korea, the Republic of Korea sent its national dance company.

In that international Olympic context, as the host city and country of the 1984 Olympic Games, it was appropriate to present many of the artistic treasures of the United States, as well as provide a program to share Los Angeles’ cultural resources.

The Olympic Arts Festival celebrated artistic excellence in both the performing and visual arts. Within each of those mediums, there was a forum for the contemporary, avant-garde artist as well as the more classical, traditional artist. The Festival selection list united emerging young talent with more established representatives of their fields and presented new works, new artists, new companies and new exhibitions that previously had not been seen in Los Angeles.

7 *The National Theatre of Greece makes its United States debut with five performances of “Oedipus Rex.”*



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8 Dance and theatre receive heavy emphasis in the Olympic Arts Festival, showcasing performing companies from both the United States and abroad.

The ultimate responsibility for artistic decision making rested with the OAF director. However, mounting an arts festival of this scope resembles a jigsaw puzzle whose pieces are continually changing shape. It requires more than one person to select and place the pieces in their proper positions. The co-producers of the Festival were central to the process of artistic selection, serving as the key artistic advisors to the Festival director.

Four years went into the organization and implementation of the program. This period of time was roughly divided into four phases:

- Evaluation of past Olympic cultural programs and formulation of Festival philosophy, character and general format: August 1980 through March 1981
- Program building and analysis: March 1981 through September 1982
- Logistical planning and contract negotiations: September 1982 through May 1984
- Implementation: May through August 1984

It was the goal of the organizers not to vary from their original program concept once the logistical planning and contract negotiations were underway. Although they were prepared to deal with any realistic obstacles, the Festival was produced with very little deviation from the originally conceived plans.

Contract negotiations

Two standardized contracts were used by the OAF in finalizing the performing arts companies and exhibitions presented: a performance agreement and a cultural services agreement.

The performance agreement outlined the type, location and number of performances to be given by the performing company. It also stated financial arrangements and responsibilities for artistic fee, accommodations, per diem, transportation and freight. These points were negotiable and differed from company to company. The Olympic Arts Festival personnel were accountable for providing adequate technical, rehearsal and performance facilities and supplying a stage crew.

The performance agreement was used for all of the dance companies, most of the theatre companies and the chamber music ensembles.

The cultural services agreement, more simply known as a grant, was the contractual instrument signed with the

museums, the Music Center Opera Association for the Royal Opera of Covent Garden, the Los Angeles theatre groups, the California Institute of the Arts for the production of the Contemporary Music Festival, the Los Angeles Dance Alliance for the California Dance Festival and the Los Angeles Philharmonic Orchestra Association.

The OAF gave each organization a grant of money to cover all or part of the anticipated expenses. These groups, using the funds supplied by the LAOOC, then entered personal agreements with the various artists to be presented and paid all direct artistic and production expenses.

There were two levels of financial and technical responsibility within the cultural services contract. On one level, the OAF provided sufficient funds to cover all anticipated expenses and was the primary, if not sole operator of the ticketing function, and received all the box office revenues. This model was used by the California Institute of the Arts, the Los Angeles Philharmonic Orchestra Association and the Los Angeles Area Dance Alliance. On the second level, as entered with the Los Angeles-based theatres and the Music Center Opera Association, the co-producer received a smaller grant of money but presented its Festival productions in its own facility or base of operation. In this model the LAOOC received no share of the ticket revenue, but provided ticketing services to enhance the sense of a comprehensive and unified festival and to assist the organization in marketing efforts.

Dance

The Dance Gallery, under the artistic direction of Bella Lewitzky, served as the co-producer of the dance events. Under its agreement with the LAOOC, the Dance Gallery served as the principal artistic advisor to the Festival director, and made the initial selection of dance companies to be invited to participate. Once the companies received the formal letter of invitation from the LAOOC, it was the responsibility of the Dance Gallery to negotiate the performance agreement within the parameters set by the OAF management.

Companies and artists involved in the California Dance Festival auditioned for a place on the program. Selections were made by a co-producing committee of the Los Angeles Area Dance Alliance and the Dance Gallery.

The dance contracts were the least difficult of the performing arts contracts to negotiate. Dance companies are accustomed to the logistics of touring and of having to use different facilities and crews. In addition, they have standard fees and are familiar with touring contracts.

When an agreement was reached and contracts signed between the OAF and company representatives, the Dance Gallery assumed the role of primary artistic liaison, gathering and disseminating information for housing, transportation and furnishing technical support for rehearsals and performances. Finally, the Dance Gallery staff served as the manager for the visiting companies while they were in Los Angeles and as the line-producer/technical director at the dance venues.

Theatre

The Center Theatre Group/Mark Taper Forum served as the co-producer for the international and national theatre events in the Festival. The contractual responsibilities of the Center Theatre Group were much like those of the Dance Gallery, except that there were many more complex contracts negotiated for theatre. Only one contract in dance required personal attention and lengthy negotiation by the Festival director. Many of the theatre performance agreements necessitated the director's involvement, plus numerous trips to personally visit the companies.

Theatre companies do not normally tour, therefore the presentation of their productions are inherently more difficult. Additionally, many productions were presented in a language other than English, and it was imperative to make early decisions on whether the work would reach a predominantly English-speaking audience. Finally, many of the companies needed secondary subsidizing by their home governments, thus requiring additional negotiations by the OAF with governmental authorities from several nations.

Once the contracts were negotiated, the co-producers returned to the process and served as the liaison to the theatre companies.

The 16 United States theatre companies were selected by a different format. Any major regional theatre interested in participating in the Festival was required to submit a



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proposal outlining its production and a tentative operating budget. The OAF staff and the theatre co-producer examined all proposals and made selections based on how each company would complement the international slate of companies and fit within the framework of the total program.

For Los Angeles representation, 30 proposals were reviewed by a selection committee of four prominent Los Angeles theatre producers and a local theatre critic. Nine companies were chosen to participate and were included within the group of national organizations. They operated under a cultural services agreement awarding a grant of money to cover a portion of their production expenses, using their own facilities and receiving all ticket revenues.

Music and Opera

There were multiple co-producers for the musical events of the Olympic Arts Festival: KUSC-FM for chamber music; California Institute of the Arts for contemporary music; Festival Music, Inc., for jazz; the Music Center Opera

Association for the Royal Opera of Covent Garden and the Los Angeles Philharmonic for the performances at the Hollywood Bowl.

The Chamber Music Festival was presented under the same co-producing model as were dance and theatre and used the same performance agreement for each of the seven ensembles.

There was virtually no recruitment of performers within the chamber music program. All but two of the groups presented were winners of major international chamber music competitions. Two established ensembles were invited to represent the United States and the Southern California area.

Although the OAF "presented" the other musical events—Contemporary Music Festival, Royal Opera of Covent Garden, Hollywood Bowl events—they were also produced under a cultural services agreement with the various co-producers.

Visual Arts; exhibitions

In selecting the visual arts exhibitions for the Olympic Arts Festival, there was no one overriding criterion for selection other than meeting the general goals established for the overall artistic standard.

9 *Les Ballets Africains in performance at the Pasadena Civic Auditorium.*



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10 LAOOC Olympic Arts Festival Director Robert J. Fitzpatrick (left) and Los Angeles Mayor Tom Bradley (right) inspect the LAOOC poster series.

Southern California museums in those cities and communities where athletic venue sites were located were approached as early as 1981 to ascertain their interest in participating in the Festival. Over the next 12 months, museum directors met with the Festival staff and presented proposals for special Olympic exhibitions.

The character of the exhibition proposals were as diverse as the museums themselves, ranging from exhibitions on the history of the 1932 Olympic Games to Southern California's contribution to the ceramic arts.

If the proposal was deemed to be in keeping with the spirit of the Festival and met the OAF's standard of excellence, it was included in the program and a cultural services agreement was entered into between the OAF and the museum. The museum was responsible for securing additional funds, if necessary, either from additional sponsors or by charging admission fees.

In several instances, the OAF staff developed an exhibition idea which was then offered to an appropriate museum with an option to mount the display in its institution. In these cases, the Festival served as a broker for many important artistic projects, such as the exhibitions of ancient Greek artifacts and French impressionist paintings.

The exhibitions were scheduled to open at staggered times throughout the Festival's ten weeks, with an eye to ensuring that a maximum number of exhibits be open during the two weeks of the Games.

Visual arts; commissions

The Festival had a series of ambitious art projects commissioned for the 1984 Olympic Games which included photography, sculpture, fine arts posters and murals. In general, the

commissioning programs shared common guidelines. They were for a cross section of American artists representing a broad spectrum of styles and treatments. Emerging artists and the well-established were included in the final selection and attention was given to providing representatives of the cultural diversity among the arts in the United States.

The initial project was the Olympic Fine Arts Poster series. A selection panel comprised of the OAF director, associate director and experts from the Los Angeles Museum of Contemporary Art and the Los Angeles County Museum of Arts invited 16 artists to participate in the program. Knapp Communications served as the commercial publishers of the series.

The second Festival project commissioned was a major piece of sculpture for Exposition Park, the site of the Los Angeles Memorial Coliseum. This sculpture was planned as a permanent testament to the 1984 Olympic Games. When reviewing the work of various artists under consideration for the project, the selection committee looked for an artist who could work within the architectural context of the Coliseum, creating a work of appropriate scale and impact. When a finalist was selected, the artist was invited to create a maquette for final consideration before entering a commissioning agreement. This maquette and the proposed site plan were presented for review to the LAOOC president, executive vice president/general manager and the Olympic Arts Festival director for approval. Once approved, it was necessary to secure site approval from the owner of the land, the Museum of Science and Industry, and from the Los Angeles Coliseum Commission.

Subsequently, ten murals were commissioned to enhance the freeways in the downtown corridor approaching the Los Angeles Memorial Coliseum. The OAF was assisted in the program by Brockman Gallery Productions, which served as a co-producer. The artists were invited to participate in the program in recognition of their contributions to public art in Los Angeles as evidenced by the murals they had created throughout greater Southern California.

Finally, the OAF commissioned ten photographers to document the Games from an artistic, rather than photo-journalistic perspective. Co-producers for this project were the Los Angeles Center for Photographic

Studies and the Museum of Contemporary Art. Sixty photographers were invited to send portfolios and a proposal for the project and from this group ten were commissioned.

Festivals and film

In a city that is best known for Hollywood and the movies, the art of film making could not be ignored. Neither could multi-cultural festivals because of Los Angeles' varied mix of nationalities.

The structuring of the festivals and film portion of the Arts Festival was much the same as the visual arts exhibitions. The OAF organizing personnel approached the Los Angeles arts organizations that had ongoing projects in film or festivals. Each was asked to submit a proposal for a Festival project that would enhance its own program while adding special Olympic character.

The American Film Institute mounted a film festival exploring the new artistic frontiers of video, while the Los Angeles Film Exposition presented a series featuring the best international films of 1984, and the Academy of Motion Picture Arts and Sciences celebrated the art of animation.

An arts festival in Los Angeles would not be complete without a public celebration of the city's cultural and artistic diversity allowing for participation by Los Angeles' community of artists. The programs were co-produced by the Craft and Folk Art Museum (Festival of Masks), Plaza de la Raza (Folklife Festival), Huntington Library (Japanese Festival), and TOPSail '84 (a festival of tall ships).

The Olympic Arts Festival embraced all the arts. It demanded that audiences broaden their definitions of art and sharpen their powers of perception and discretion. Although the presentations were diverse, they were united by one common attribute: the pursuit and realization of excellence.

25.02.2

Venue acquisition

A total of 48 venues encompassing theatres, museums, an outdoor amphitheatre, a sound stage, several parks and a swimming pool, were sites for the 72 performing arts productions and the more than 30 visual arts exhibitions that were part of the 1984 Olympic Arts Festival.

Twenty-four of the total venues utilized were sites for theatre and dance productions, 11 of which fell within the technical and operational jurisdiction of the Olympic Arts Festival management. The use of the remaining 13 were incorporated into cultural services contracts negotiated with the LOS Angeles area theatres, Music Center Opera Association, the Los Angeles Philharmonic Association, California Institute for the Arts and the Los Angeles Dance Alliance and were the responsibility of those sponsoring organizations.



Olympic Arts Festival sites

Key Sites	Key Sites	Key Sites	Key Sites
1 Santa Barbara Museum of Art, Santa Barbara	13 Huntington Library, Art Gallery, Botanical Gardens, San Marino	Samuel Goldwyn Theatre, Beverly Hills	34 The Temporary Contemporary Museum of Contemporary Art, Los Angeles
2 University Art Museum, University of California, Santa Barbara,	14 Groundling Theatre, Los Angeles	23 Pan Pacific Park, Los Angeles	35 ARCO Center for Visual Art, Los Angeles
3 Social Arts and Public Arts Resource Center	15 Odyssey Theatre, Los Angeles	24 Los Angeles Institute of Contemporary Art, Los Angeles	36 Ensemble Studio Theatre, Los Angeles
The Great Wall of Los Angeles	16 Television Center, Studio 9, Hollywood	25 Beverly Hills High School, Beverly Hills	37 Shrine Auditorium, Los Angeles
The Tujunga Wash Flood Control Channel, North Hollywood	17 Matrix Theatre, Los Angeles	26 Craft and Folk Art Museum, Los Angeles	38 Fisher Gallery, Los Angeles
4 Victory Theatre, Burbank	18 The Cast Theatre, Hollywood	27 Los Angeles County Museum of Art, Los Angeles	39 Los Angeles Memorial Coliseum, Los Angeles
5 Room for Theatre, Studio City	19 Plaza de la Raza	28 Los Angeles Actors' Theatre, Los Angeles	40 California Museum of Afro-American History and Culture, Los Angeles
6 Hollywood Bowl, Los Angeles	20 Lincoln Park, Los Angeles	29 Dorothy Chandler Pavilion, Los Angeles	41 Los Angeles County Museum of Natural History, Los Angeles
7 John Anson Ford Theatre, Los Angeles	21 University of California, Los Angeles	30 Mark Taper Forum, Los Angeles	Los Angeles International Film Exposition (FILMEX)
8 Los Angeles Municipal Art Gallery, Los Angeles	Macgowan Hall: The Ralph Freud Playhouse	31 Central Library/City of Los Angeles, Los Angeles	Nuart Theatre, Los Angeles
9 American Film Institute, Los Angeles	The Little Theater	32 City Hall Rotunda and Bridge Gallery, Los Angeles	4 Star Theatre, Los Angeles
10 Los Angeles International Airport	Royce Hall	33 Japanese-American Cultural and Community Center, Japan-America Theatre, Los Angeles	Picwood Theatre, Los Angeles
11 Pasadena Center Conference Building/ Pasadena Civic Auditorium	Royce Rehearsal Hall		Newport Harbor Art Museum, Newport Beach
12 Pacific Asia Museum, Pasadena	Schoenberg Hall		
	21 Frederick S. Wight Art Gallery, University of California, Los Angeles		
	22 Academy of Motion Pictures Arts and Sciences		

■ Principal performing arts sites

Olympic Arts Festival

The Festival organizers were looking to accomplish three things in acquiring performance and exhibition venues:

- To centralize the Festival as much as possible
- To create a sense of physical identity for the Festival
- To provide each company with a location suitable for its technical production requirements

Dance

Following the prescribed guidelines, venue acquisition for the dance portion of the Festival was a straightforward procedure. The requirements for an adequate facility in which to stage the dance performances included a wide and deep proscenium stage and a large audience capacity.

After studying the general technical requirements of each company, OAF personnel, along with the dance co-producer, investigated all theatre complexes in the area.

The site that came closest to meeting the prescribed needs and was available at the time of the Festival was the 3,000-seat Pasadena Civic Auditorium.

Negotiations with the Pasadena Civic Auditorium followed a standardized procedure since the auditorium was accustomed to frequent rental agreements. Cost of the rental was the main issue. Once that was resolved, the lease agreement was signed. It stated the length of time the building would be used, the rental cost and the areas of responsibility for each party.

Within the Pasadena lease agreement, the auditorium was responsible for premise upkeep and supplying an event supervisor—someone with thorough knowledge of the facility—who would be paid by the OAF. The OAF agreed to use the Pasadena box office staff and ushers, and, in accordance with union rules, to use union crew members backstage. The auditorium had a long-standing contract with a food and beverage concessionaire and the OAF agreed to work with it and to give the house management a percentage of the revenue. The OAF obtained complete control of all souvenir concessions, including using OAF staff and products. Additionally, television rights sales were reserved for the OAF alone and the OAF agreed to pay for excess utility usage.

Not all the companies presented were well-suited to performing in a large house; therefore the Festival organizers acquired the BOO-seat Japan America Theatre as a second theatre for dance. The Japan America Theatre lease was a standard contract, similar to the one negotiated with the Pasadena Civic Auditorium. The major exceptions were that the OAF augmented the box office staff and brought in additional technical backstage crew.

Theatre

Venue acquisition and artist selection were in progress simultaneously, creating difficulties in both areas. The OAF organizing personnel were handicapped in looking for adequate facilities without full knowledge of the productions to be staged. On the other hand, companies were hesitant to sign contracts without knowledge of the availability of suitable theatres.

In the most complex example, after inspecting the highly specific technical requirements of Le Theatre du Soleil which necessitated a stage area of 120 feet by 60 feet and 50 feet high, it was determined that a theatre of those proportions did not exist in Los Angeles. A sound stage was the only solution—Television Center, Studio 9. It was a large empty area that was infinitely flexible and could be constructed to fit any setting. The OAF theatre technical director and crew duplicated Le Theatre du Soleil's studio in Paris while at the same time allowing for later remodification for the two productions that followed.

The lease agreement for Studio 9 was straightforward. The OAF supplied everything from construction needs to front-of-house and backstage crews.

The four theatres at the University of California, Los Angeles (UCLA) were centrally located and prestigious, and many theatre-goers were acquainted with the location. In addition, the physical location and layout made it possible to produce a mini-theatre festival at UCLA.

Although the positive aspects of UCLA were strong, there were several problems encountered. Renovation was in progress in the main theatre—the Royce Hall Auditorium—at the time of the negotiations and there were no solid assurances of a completion date. Therefore, tickets were sold to the performances in this theatre without an accurate seat count or knowledge of row configurations. Also, as a result of the construction, it was not possible to test the acoustics and their appropriateness for theatre productions prior to taking occupancy.

The completed contract resembled that of the Pasadena contract, but had many more complex points. One of the important issues was backstage jurisdiction. The sites were property of the university, but the OAF was technically responsible to the companies and their productions. In the end, UCLA assigned an event supervisor to work hand-in-hand with OAF staff and also supplied the front-of-house staff. Backstage personnel were hired by the OAF technical director with UCLA reserving the right to review all employees.

Visual arts

Venue acquisition in the visual arts was a problem that directly affected the character of the exhibitions. Since it was not possible to rent a museum, the types of exhibitions were constricted by the wishes of the museums, even though OAF provided financial assistance.

The OAF contacted the museums in the Southern California area and asked if they were interested in hosting an Olympic exhibition. Generally, the museum was either willing to mount an exhibition with financial and brokering help from the OAF or already had a project in mind and asked for approval

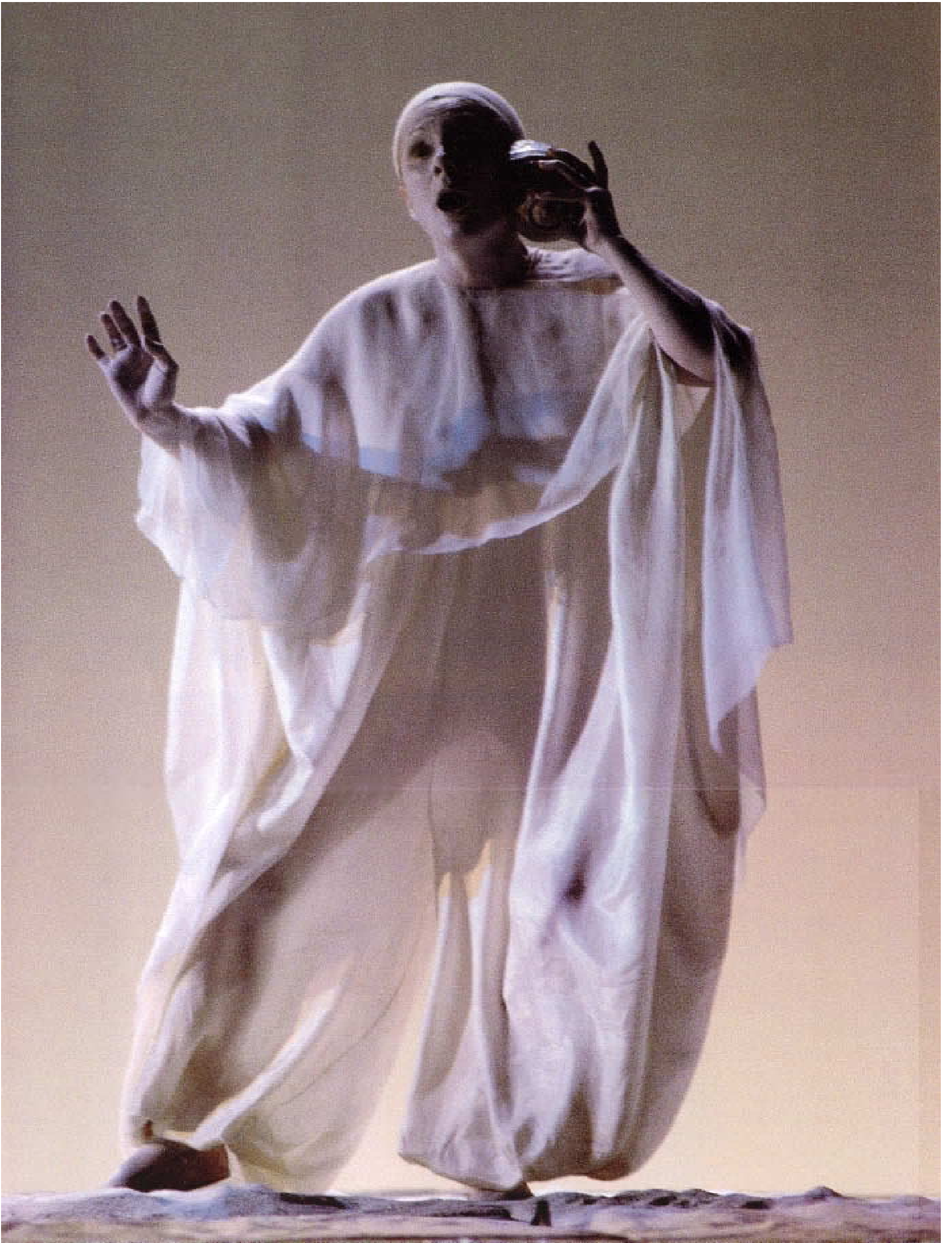
and financial assistance for it. Some noted museums—the J. Paul Getty (Malibu) and the Norton Simon (Pasadena)—had in-house policies that precluded mounting special exhibitions and therefore could not become part of the Festival project.

The OAF did not negotiate any museum sites, as it did for the dance and the theatre venues. All exhibitions mounted were the responsibility of the museum itself in association with OAF and, as such, cultural service agreements were made for the exhibit rather than for the space.

OAF performing sites and specifications

Name	Stage configuration	Size of house
Dance Venues		
Pasadena Center Conference Building and Pasadena Civic Auditorium/Theatre	Proscenium	2,965
Japan-America Theatre	Proscenium	841
Theatre Venues		
Television Center, Studio 9	Flexible	550
University of California, Los Angeles (UCLA):		
Macgowan Hall		
The Little Theater	Proscenium	200
Ralph Freud Playhouse	Proscenium	589
Royce Hall	Proscenium	1,842
Royce Rehearsal Hall	Flexible	20
Schoenberg Hall	Proscenium	528
Beverly Hills High School	Swimming Pool	1,114
The Cast Theatre	Proscenium	99
Ensemble Studio Theatre	Proscenium	99
Groundling Theatre	Proscenium	99
Los Angeles Actors' Theatre	Proscenium	166
Mark Taper Forum	Thrust	737
Matrix Theatre	Proscenium	97
Odyssey Theatre	Proscenium	99
Room for Theatre	Proscenium	59
Victory Theatre	Proscenium	82
Music and Opera Venues		
Japan-America Theatre	Proscenium	841
Dorothy Chandler Pavilion	Proscenium	3,250
Hollywood Bowl	Amphitheatre	17,459
John Anson Ford Theatre	Amphitheatre	1,200
Veterans Memorial Park	Park	800

11 *Piccolo Teatro di Milano* performs "The Tempest" at Royce Hall at the University of California, Los Angeles.





12

12 *Le Theatre du Soleil* presents *Shakespeare in French* at Television Center, Studio 9.

13 *The Royal Shakespeare Company* gives of its 11 presentations of "*Much Ado About Nothing*" at UCLA's Royce Hall.



13

Visual Arts venues

ARCO Center for Visual Art
California Museum of Afro-American History & Culture
Central Library/City of Los Angeles
City Hall Rotunda & Bridge Gallery
Craft & Folk Art Museum
Fisher Gallery
Frederick S. Wight Art Gallery, UCLA
Huntington Library/Art Gallery/
Botanical Gallery
Los Angeles County Museum of Art
Los Angeles County Museum
of Natural History
Los Angeles Institute of
Contemporary Art
Los Angeles Memorial Coliseum
Los Angeles Municipal Art Gallery/
Museum of Contemporary Art
Newport Harbor Art Museum
Pacific Asia Museum
Santa Barbara Museum of Art
Tujunga Wash
University Art Museum

Festivals and Films venues

Academy of Motion Pictures
Arts & Sciences
American Film Institute
Los Angeles International Film
Exposition: 4 Star Theatre/Nuart
Theatre/Picwood Theatre
Pan Pacific Park
Plaza de la Raza

Field offices

Production offices were established for dance, theatre and music to serve as the base of operations for each Festival component. The Pasadena Holiday Inn served as the base for dance operations, the Westin Bonaventure for theatre and the New Otani Hotel for music. These production offices operated autonomously, but remained in contact with the Festival command center at the LAOOC's administrative headquarters. From these offices the co-producers and their staff monitored the scheduling and logistics of arriving companies, as well as housing, transportation, general hospitality and press relations.

The dance production office was established in two adjoining rooms at the Pasadena Holiday Inn from 16 May through 14 August 1984 and was immediately accessible to the Pasadena Civic Auditorium which was the primary dance venue. With the first dance production on 1 June and the last on 11 August, it was operational longer than any other venue office.

In the original projection, one room was designated for office operations, the other for hospitality. Equipment for the office area consisted of a word processor, personal computer, photo-

copier and telecopier, telephones, four desks, four 8-foot tables and the necessary chairs. For the hospitality room, a full-size refrigerator, a microwave oven and large cooler were made available, although space had not been allocated. It became necessary, due to space and staff numbers, to add a third room which evolved into the hospitality room, leaving the original two as working offices.

Satellite field offices were maintained in the Green Room of the Japan - America Theatre and the basement of the Pasadena Civic Auditorium. Office equipment consisted of a desk, file cabinet, typewriter, chairs and a telephone.

The theatre production office was established on the fifth floor of the Bonaventure Hotel and was operational from 18 May through 27 July. Theatre performances opened 7 June and closed 22 July.

Six satellite field offices were operated on site at Beverly Hills High School, Television Center/Studio 9 and UCLA's Royce Hall, The Little Theater, Schoenberg Hall and Ralph Freud Playhouse.

The music production office at the New Otani Hotel opened on 4 June. It shared a satellite office with dance production at the Japan-America Theatre (JAT). The original plan included a private field office for music at the JAT, but was eliminated under the assumption that the music co-producers could operate from their home institutions or from the music production office at the New Otani. The field office was reinstated on a share-basis when further investigation showed the home institutions were too far away and that the New Otani production office had limited space.

Equipment allocation for the theatre and music offices were on the same level as for dance; differences were found in the amount allocated according to the space available.

The main press operations office was also located on the fifth floor of the Westin Bonaventure Hotel, with satellite offices located at the Pasadena Holiday Inn and UCLA's Royce Hall. All three offices were operational by the last week in May.

The LAOOC Material Logistics Department coordinated production and field office installation working in conjunction with the logistics managers for dance, theatre and music. A comprehensive list of all office equipment and hospitality needs were submitted to the appropriate LAOOC departments between February and April 1984. The OAF logistics manager monitored installation, operation and removal of all equipment. Of the requested office equipment, the most underestimated

need at every venue was that of telephones. There were not enough telephone lines installed to handle incoming calls and, at the same time, make outgoing business calls. Additionally, most telephones were limited to local area calls only. This was meant to monitor and control long distance use. Both situations served only to complicate routine office procedures.

25.02.3 Sponsorship and funding

The varied components that were involved in the financial aspects of the Olympic Arts Festival make a concise recap difficult.

The Festival was not produced by a single entity with one accounting center, but by many co-producing organizations working in concert with the Los Angeles Olympic Organizing Committee.

The Festival's arrangements with many of its 37 co-producers under the cultural services agreement gave the co-producing organization responsibility and liability for their productions, both technical and financial. In the event additional funds were required, the co-producers had authority to bring in additional sponsors for their programs. As such, they were their own fiscal centers and did not report financially to the OAF management. Profits as well as losses were theirs.

Further, many of the performing arts companies presented in the Festival received financial support from their governments, thus significantly reducing costs to the LAOOC.

Finally, certain Festival costs were assumed by the operating budgets of other LAOOC departments: the Festive Federalism Look of the sites by Architecture and Construction, the design of the ticketing system by the Ticketing Department, legal services by the Legal Department, transportation by Transportation, and media centers by Press Operations. Other departments that partially assumed OAF costs included Government Relations, Accommodations and Material Logistics.

Nonetheless, the identified direct expenses of the Festival incurred by the LAOOC amounted to approximately \$11,500,000.

The revenue side of the Festival budget shared similar accounting difficulties. The total ticket revenue received for all performing arts events presented as part of the Festival came close to \$5,000,000. Total ticket sales for the performing arts:

Total ticket sales	
Direct Mail/ 186,000 tickets	\$2,838,000
TicketMaster/ 40,000 tickets	548,000
Box Office/ 58,000 tickets	1,544,000
Press/Artists/ 22,000 tickets	Complimentary
Total/ 306,000 tickets	\$4,930,000

Two million of this total was paid to, or collected directly by, the co-producers in the performing arts to help defray some of their expenditures. Therefore, revenues received by the LAOOC from ticket sales to offset direct expenditures amounted to \$3,000,000.

It should be noted that the LAOOC collected no revenues for any of the visual arts exhibitions presented. Admission revenues, if any, for these exhibitions went directly to the hosting co-producers to further assist in the defrayal of costs incurred in mounting the exhibitions.

Sources of funds for direct expenditures by LAOOC:

Sources of funds	
Times Mirror Company	\$5,000,000
LAOOC General Fund	3,000,000
OAF Ticket Sales	3,000,000
Other	500,000
Total	\$11,500,000

The category of "other" included concessions, sales of posters, programs, records, T-shirts and miscellaneous souvenirs.

The Times Mirror Company became the corporate sponsor of the cultural program of the 1984 Olympic Games in May 1982. Its sponsorship of \$5,000,000 provided the means by which OAF organizers could take artistic risks in presenting productions whose content was unique, non-traditional and, in some instances, controversial. The sum was paid in seven installments and designated to be used strictly by the Cultural Affairs Department. Additionally, in December 1983, Times Mirror provided funding for 20,000 official OAF posters and 13,000 press kit folders.

Olympic Arts Festival

The financial responsibility of the Olympic Arts Festival was a multi-level partnership shared by the LAOOC, the Times Mirror Company, the primary co-producers and their sponsors, as well as auxiliary supporters. Through this partnership, not only were the financial risks of the Festival shared, but also the rewards of producing and sponsoring one of the largest arts festivals ever mounted in the United States.

25.03 Festival program elements and review

25.03.1 Dance

From 1 June through 11 August 1984, Los Angeles became the dance capital of the world. From classical to contemporary, from folkloric to tap, the dance program of the Olympic Arts Festival explored a wide range of expression and movement.

The productions emphasized the diversity and individuality of dance as it is known today. Dance was the only medium to run the length of the Festival, indicating the parallels that can be drawn between the dancer and the athlete. The discipline, training and performance practices were of equal standard.

The dance program was initially conceived in three broad categories: folkloric, contemporary and classical. But with the boundaries vague, special attention was given to those companies that cut across disciplines. From the 94 participating companies representing nine countries, it was possible to explore dance from its

earliest ethnic roots to the cutting edge of performing art, dance theatre and beyond, to those artists who were creating new rules. In the 72 dance performances, there were 13 world, American or Los Angeles premieres.

Four foreign companies made their American debut as they showcased the depth and versatility of international dance. Two of the European companies were influenced by American choreographers and each added its own personality and concepts to the program.

Ballet was well represented at the Festival by the oldest companies in the United States and Canada. Added to that roster was America's first black classical dance company to establish an international reputation.

Modern dance, with its origin deeply rooted in the United States, was highlighted by American choreographers who have set standards by which much contemporary dance is measured. Many presentations crossed a variety of artistic frontiers, freely mixing dance, theatre and design within a single production.

Others, particularly the folkloric dance companies, faithfully recreated the dances that originated up to 1,000 years ago.

Special evenings were devoted to the California Dance Festival, where dancers and choreographers from northern and southern California presented programs highlighting a variety of dance styles and reflecting the multi-cultural heritage of the city of Los Angeles.

As the curtain dropped on the final Festival dance production, it was clear that two Arts Festival dance goals were realized: to take programming risks and to encourage a varied audience response from ecstasy to outrage, but never disinterest.

Dance facts and figures

Opening date/performance:

1 June/United States premiere
Pina Bausch's *"The Rite of Spring"*

Closing date/performance:

11 August/Dance Theatre of
Harlem—*"Four Temperaments"*,
"Fall River Legend", and *"Stars and
Stripes"*

Co-producer:

The Dance Gallery, Bella Lewitzky,
founder and director; Darlene Neel,
project director; Andrew Milhan,
production manager/coordinator

Number of performances: 72

Number of companies:

19 (eight international, 11 national),
plus the 75 California companies
represented in the California Dance
Festival

Number of artists:

460 dancers, plus the approximately
500 involved in the California Dance
Festival

Countries represented: 9

Federal Republic of Germany;
Pina Bausch Wuppertaler
Tanztheatre

Japan

Bugaku, Kodo, Sankaijuku

Korea

Korean National Dance Company

Canada

Royal Winnipeg Ballet

Guinea

Les Ballets Africains

Great Britain

London Contemporary Dance
Theatre

Mexico

Ballet Folclorico de
Guadalajara

France

Groupe Emile Dubois

United States

Aman Folk Ensemble, Merce
Cunningham Dance Theatre,
Dance Theatre of Harlem, The Feld
Ballet, Lewitzky Dance Company,
Nikolais Dance Theatre,
San Francisco Ballet,
Twyla Tharp Dance, American
Jazz Tap, California Festival (75
California companies)

Locations:

Pasadena Civic Auditorium; Seven
foreign and eight American



14 Visual exhibits play a major role in the Olympic Arts Festival

Attendance figures

	Theatre capacity*	Total attendance**	Percentage
Pasadena Civic Auditorium			
Sankaijuku	5,930	5,934	100.1%
Les Ballets Africains	11,860	11,837	99.8%
Twyla Tharp Dance	5,930	5,921	99.8%
Korean National Dance Company	5,930	5,441	91.8%
Royal Winnipeg Ballet	5,930	5,606	94.5%
Dance Theatre of Harlem	20,755	18,552	89.4%
Ballet Folclorico	5,930	5,252	88.6%
Aman Folk Ensemble	5,930	4,179	70.5%
Lewitzky Dance Company	5,930	3,930	66.3%
The Feld Ballet	5,930	3,796	64.0%
Pina Bausch	17,926	11,290	63.0%
Nikolais Dance Theatre	5,930	3,250	59.4%
Merce Cunningham	5,930	2,992	50.5%
London Contemporary Dance	5,930	2,936	49.5%
Total Pasadena	115,771	91,186	78.8%
Japan America Theatre			
Kodo	2,523	2,528	100.2%
American Jazz Tap	4,205	4,093	97.3%
Groupe Emile Dubois	1,682	1,430	85.0%
California Dance Festival	7,569	4,843	64.0%
Total JAT	15,979	12,894	80.7%
Total Dance	131,750	104,080	79.0%

*All performances combined
**Paid and unpaid

companies performed 41 concerts, plus four children's and one seniors' concert

Japan America Theatre; Three foreign companies, 75 California companies, and one original historical presentation totaled 23 concerts, two children's and one seniors' concert

Number of performances sold-out:

- American Jazz Tap, four of five performances
- Ballet Folclorico de Guadalajara, one of two performances
- California Dance Festival, one of nine performances
- Dance Theatre of Harlem, four of seven performances
- Kodo, three of three performances
- Korean National Dance Company, one of two performances
- Les Ballets Africains, four of four performances
- Pina Bausch, one of six performances
- Royal Winnipeg Ballet, one of two performances
- Sankaijuku, two of two performances
- Twyla Tharp, two of two performances

Dance companies

Opening date/performance:

- 1 June/United States premiere
- Pina Bausch's "The Rite of Spring"
- Aman Folk Ensemble (USA)
- Pasadena Civic Auditorium
- "Folk Dances of 8 Nations" two performances: 29 June
- "California Heritage Suite" two performances: 30 June

Authenticity, precision and skill characterize dances of the Aman Folk Ensemble which celebrated its 20th anniversary in 1984. Based in Los Angeles, the internationally recognized folk ensemble takes its name from the Middle East variant of "amen", the universal word for blessing or affirmation. The "California Heritage Suite" program, choreographed by Robin Evanchuk, was a world premiere created specially for the Olympic Arts Festival. "Folk Dances of 8 Nations" showcased authentic costumes and dances from Hungary, Iran, Mexico, Romania, Tunisia, USSR, Yugoslavia and United States.

American Jazz Tap (USA)
Japan America Theatre
"Original Show"
six performances: 30 July-3 August
This "Original Show" was specially created for the Festival, bringing together many of the greatest tap dancers of all time to give an exuberant musical history of tap-one of America's indigenous art forms. Charles (Honi) Coles, Tony award winner for "My One and Only" and the founder and chairman of the New York dancer's club, the Copasetics, was among the

featured performers who demonstrated various tap styles from jazz to modern, from musical theatre to pop.

Ballet Folclorico de Guadalajara (MEX)
Pasadena Civic Auditorium
"Folk Dances of Mexico"
three performances: 13, 14 July
The Games of the XXIIIrd Olympiad represented the third Olympic gathering in which the Ballet Folclorico de Guadalajara has taken part. They received honors at the World Folklore Festival during the 1968 Mexico City Games and appeared as the official representative of Mexico in the ceremonies of the Munich Games in 1972. Based at the University of Guadalajara, Ballet Folclorico is one of the most authentic of all Mexican dance corps and has faithfully researched and recreated the country's colorful and intricate folk dances.

Bugaku (JPN)
Japan America Theatre
"Bugaku"
four performances: 19-22 July
The Arts Festival performance of "Bugaku" (Dance) from the Nara Kasuga Shrine marked what is believed to be the first time since World War II that a Japanese cultural group has performed at an Olympic cultural program at the invitation of the Organizing Committee. Having survived more than 1,000 years of cultural change, Bugaku remains a highly ceremonial form of dance/drama rarely seen outside the Imperial Palace and was seen for the first time in Los Angeles.

California Dance Festival (USA)
Japan America Theatre
L.A. Asian-Pacific Dance Festival
one performance: 8 June
L.A. Hispanic Dance Festival
one performance: 10 June
L.A. San Francisco/Los Angeles
Dance four performances: 13, 15 June, 5, 6 July
1984 Olympic Black Dance Festival
one performance: 16 June

Kinetikos Choreographers Showcase
two performances: 24, 25 July
California is the second largest center of dance in America and boasts over 200 companies. For the Festival, northern California joined southern California for four performances by artists from the Los Angeles Area Dance Alliance and the San Francisco Bay Area Dance Coalition to present member companies and soloists in dances encompassing various styles-ballet, ethnic, jazz, modern, the avant garde. For five evenings, four Los Angeles dance groups staged a series of diverse programs reflecting the rich multi-cultural heritage of the city: Asian, Hispanic and Black. Kinetikos completed this portion of the Festival by

showcasing the rising new stars in dance choreography.

Dance Theatre of Harlem (USA)
Pasadena Civic Auditorium
"Serenade", "Streetcar Named Desire", "Firebird"
three performances: 8, 10, 11 August
"Four Temperaments", "Fall River Legend", "Stars and Stripes"
two performances: 7, 11 August
"Concerto Barocco", "Le Corsaire", "Agon", "Troy Game"
two performances: 9, 10 August
Guided by the principles of George Balanchine and the New York City Ballet, Arthur Mitchell founded the Dance Theatre of Harlem in 1968 after the assassination of Martin Luther King, Jr. It is America's first black classical dance company to establish an international reputation.

The Feld Ballet (USA)-Pasadena Civic Auditorium
"Straw Hearts", "Intermezzo", "The Jig Is Up"
two performances: 15, 16 June
Eliot Feld, a Brooklyn-born choreographer for numerous national and international companies, formed the Feld Ballet in 1974. His list of choreographing credits has grown to 40 including his Festival offerings "Straw Hearts" and "The Jig Is Up", both Los Angeles premieres.

Groupe Emile Dubois (FRA)
Japan America Theatre
"Ulysse"
two performances: 11, 12 July
Founded in 1979, Groupe Emile Dubois made its United States' debut at the Olympic Arts Festival. A contemporary French group influenced by the Merce Cunningham style, it has emerged as one of the young energizers of contemporary French dance.

Kodo (JPN)
Japan America Theatre
"Selections"
eight performances: 26-27, 29-30 June, 1-2 July
Spoken, "kodo" means "heartbeat". Written, its characters say "drumming children". These Japanese demon-drummer/dancer-musicians from Sado Island began daily practices in 1971 using drums ranging from the size of a hand, to the O-daiko, weighing close to 1,000 pounds and requiring drumsticks the size of small logs. They are as visually arresting as they are musical virtuosi, and were presented in the Festival primarily as dancers.



15

15 An artist adds detail to an Olympic mural.

Korean National Dance Company (KOR)
Pasadena Civic Auditorium

"Selections"
three performances: 6,7 July

Founded in 1962, the Korean National Dance Company's performance at the 1984 Arts Festival marked its third Olympic Games appearance. Previously, it was part of the cultural celebrations at the Mexico City Games in 1968 and at the Munich Games in 1972. Its performance in Los Angeles was in honor of the 1988 Games of the XXIVth Olympiad in Seoul, Korea. A part of the National Theatre of Korea in Seoul, the company specializes in re-creation of traditional Korean dances and dance drama.

Les Ballets Africains (GUI)
Pasadena Civic Auditorium

"Selections"
five performances: 19–22 July

In their first United States appearance in 13 years, Les Ballets Africains, recognized as one of the world's leading dance companies, brought Africa's history, legends and traditions to life through dancing, poetry and music. The artists are drawn from a series of local, regional and national competitions. Many were selected as a result of notable activity in dance companies associated with trade unions or civic and social organizations.

Lewitzky Dance Company (USA)
Pasadena Civic Auditorium

"Confines", "Spaces Between", "Nos Duraturi"
one performance: 19 June

"Inscape", "Continuum", "Nos Duraturi"
one performance: 20 June

Bella Lewitzky, founder, artistic director and principal choreographer of the Lewitzky Dance Company, has been a Southern California contemporary dance leader for 40 years. Since its inception in 1951, the Lewitzky

Dance Company has been noted for its innovative sets and costumes, as well as for the superb training of its dancers. *"Nos Duraturi"* was specially created by Lewitzky for its world premiere during the Olympic Arts Festival to the music of Igor Stravinsky's *"Symphony of Palms"*.

London Contemporary Dance Theatre (GBR)

Pasadena Civic Auditorium
"New Galileo", "Forest", "Class"
one performance: 26 June

"Stabat Mater", "The Dancing Department", "Run Like Thunder"
one performance: 27 June

The London Contemporary Dance Theatre was the brainchild of Robin Howard, a London hotelier who established the Contemporary Dance Trust in 1966 and invited Robert Cohan, then co-director of the Martha Graham company to be Artistic Director. The company's performances in the Festival marked its first appearance on the west coast of the United States.

Merce Cunningham Dance Company (USA)

Pasadena Civic Auditorium
"Channels/Inserts", "Duets", "Pictures"
one performance: 2 July

"Locale", "Quartet", "Roadrunners"
one performance: 3 July

For some 40 years, Merce Cunningham has been a maverick of modern dance. Cunningham's work has become, for many, the standard by which most modern dance is measured. All six works presented at the Arts Festival were choreographed by Cunningham.

Nikolais Dance Theatre (USA)

Pasadena Civic Auditorium
"Pond", "Tensile Involvement", "Liturgies", "The Mechanical Organ"
two performances: 16, 17 July

Alwin Nikolais has been an innovator since he began choreographing in 1948. His use of lighting, masks and props, has resulted in choreographic effects often as evocative of theatre as dance. A new work, *"Mechanical Organ"*, presented in its entirety, was an Arts Festival world premiere, while *"Liturgies"*, commissioned by the Venezuelan National Cultural Council for the Simon Bolivar Bicentennial, was performed for the first time ever in Los Angeles.

Pina Bausch Wuppertaler Tanztheatre (FRG)

Pasadena Civic Auditorium
"Cafe Muller", "Rite of Spring"
two performances: 1, 2 June
"1980—A piece of Pina Bausch"
two performances: 4, 5 June
"Bluebeard"
2 performances: 7, 8 June

Bausch purposely was selected to open the Festival. Her reputation, style and approach has branded her as one of the premiere avant-garde companies in the world. She outraged some who walked out of the performances, enthralled others, and presented ideas that had never been seen in the United States before. The four pieces that Bausch's company presented were United States premieres and revealed the range and diversity of the choreographer/director's personal artistic vision.

Royal Winnipeg Ballet (CAN)
Pasadena Civic Auditorium

"L'estro Armonico", "Family Scenes", "Lento", "A Tempo E Appassionata", "Les Patineurs"
one performance: 22 June

"Our Waltzes", "Translucent Tones", "Giselle" pas de deux, "5 Tangos"
one performance: 23 June

Founded in 1939, Canada's oldest ballet company became fully professional in 1949 and received a Royal Charter grant from Queen Elizabeth II in 1953. Noted for versatility of repertoire and its dancers' technical excellence, the company has earned numerous gold medals in international ballet competitions.

San Francisco Ballet (USA)
Pasadena Civic Auditorium

"Selections"
two performances: 25, 26 July
America's first ballet company, now 50 years old and under the direction of Michael Smuin and Lew Christensen, brought to the Festival selections from the company repertory featuring highlights from the 50th Anniversary Gala: Opening movement from *"Serenade"* (G. Balanchine), pas de deux from *"Filling Station"* (L. Christiansen), *"Mobile"* (T. Ruud), excerpts from *"The Tempest"* (M. Smuin), *"The Beatles—Work in Progress"* (M. Smuin), and Fifth Campaign from *"Stars and Stripes"* (G. Balanchine).

Sankaijuku (JPN)
Pasadena Civic Auditorium

"Jomon Sho"
two performances: 9, 10 July

The group Sankaijuku originated in 1975 by Ushio Amagatsu, a participant in the development of *"Butoh"*, a dance style distinguished by its preoccupation with irregular bodies, an

atmosphere of sublimated eroticism, and a rigid, mechanistic movement that becomes ceremony—slow, powerful, intense. In addition to the American debut performances of *"Jomon Sho"* (Homage to Pre-history), these five white-ashed, nearly naked Japanese dancers presented their interpretation of Butoh and scaled down the front of the 110-foot high Dorothy Chandler Pavilion, hanging by their ankles.

Twyla Tharp Dance (USA)
Pasadena Civic Auditorium
"Nine Sinatra Songs"
one performance: 4 August
"Fait Accompli"
one performance: 5 August

Always an innovator in her use of music, ranging from the Beach Boys to Frank Sinatra to Jelly Roll Morton, Twyla Tharp has choreographed well over 50 works for a variety of settings: outdoor spaces, museums, gymnasia, stage, film and television.

25.03.2 Theatre

The theatrical portion of the Olympic Arts Festival explored a broad spectrum of language, culture, staging and acting styles.

Emphasis was given to presenting companies which had not previously performed in the United States: six organizations made their United States debut. Ultimately, companies representing 14 different countries and five continents, along with 16 United States troupes, presented 324 productions in nine different languages.

Language was a particular risk with theatre. A non-English language performance would speak to only a limited number in the audience. Consequently, two principles were used in selecting companies and their repertoires. First, they had to be highly visual—not dependent on language, and second, the stories had to be familiar enough to an audience that language would not be a significant factor.

It quickly became evident that one playwright fulfilled both these criteria: William Shakespeare. During the Festival, four companies presented six different Shakespeare productions in three languages—English, French and Italian—each with its own unique style ranging from French Kabuki to street theatre with a stage full of jugglers, magicians and acrobats.

Although no overall themes were specifically planned, several sub-themes subsequently emerged. One of the most prominent was the presence of strong directors, artists who had founded their own companies and whose vision permeated all aspects of their productions.

Several companies broadened the concept of theatre beyond its traditional boundaries. Within the Festival there were Chinese acrobats, an Australian circus with satire and without animal smells, a world premiere performance in a swimming pool, Italian slapstick comedy, Belgian street theatre featuring anthropomorphic power tools and participatory theatre.

American and Los Angeles theatre companies were selected with the same rigorous standards as the international companies. All six of the American regional companies had established national reputations for their unique approach to their work, while the nine Los Angeles companies were chosen by a panel after examining more than 30 proposals.

In keeping with the rest of the Festival, the theatre programs attempted to reach beyond the established arts audiences. While it presented several productions that were intellectually and emotionally challenging, there were numerous programs that appealed to families and children. There was a concerted effort to demystify the theatre-going experience and to encourage people to take a chance and to be a part of the Olympic experience.

In retrospect, the Olympic Arts Festival theatre components took risks—some were successful, other were important failures and a few were flops. Each, however, contributed a valuable ingredient to the overall Festival.

Theatre facts and figures

Opening date/performance:
7 June/Royal Shakespeare Company's
"Much Ado About Nothing"

Closing date/performance:
22 July/performance by:
Los Angeles Actors' Theatre;
Piccolo Teatro di Milano; Theatre Sans Fil of Montreal, Quebec;
Antenna Theatre; De Mexicaanse Hond; Goodman Theatre/Flying Karamazov Brothers.

Co-producer:
The Mark Taper Forum
Gordon Davidson, Artistic Director
Kathleen Gavin, Project Coordinator
Brian Wyatt, Associate Coordinator
John de Sentis, Production Manager
Pam Marsden, Company Manager

Attendance figures*

	Theatre capacity**	Total attendance***	Percentage
Royce Hall, UCLA			
Royal Shakespeare	29,189	28,886	99.0%
Piccolo	19,742	11,662	59.1%
Total Royce Hall	48,931	40,548	82.9%
Schoenberg Hall, UCLA			
Theatre Sans Fil	4,128	4,063	98.4%
Negro Ensemble Company	2,580	2,505	97.1%
National Theatre of the Deaf	2,580	2,444	94.7%
Macunaima	3,096	2,672	86.3%
Alberta/Carlo Colombaioni	4,128	3,439	83.3%
Total Schoenberg	16,512	15,123	91.6%
The Little Theater, UCLA			
Radeis International	1,164	1,173	100.8%
De Mexicaanse Hond	1,164	1,079	92.7%
Teatro Taller Epico	970	758	78.1%
Total Little Theater	3,298	3,010	91.3%
The Ralph Freud Playhouse, UCLA			
China Performing Arts	3,498	3,492	99.8%
American Repertory Theatre	3,498	3,480	99.5%
Goodman Theatre	3,288	3,272	99.5%
Circus Oz	3,288	3,266	99.3%
Waseda Sho-Gekijo	2,964	2,473	83.4%
Total Ralph Freud	16,536	15,983	96.7%
Television Center, Studio 9			
National Theatre of Greece	2,470	2,483	100.5%
Theatre du Soleil	6,050	6,068	100.3%
Cricot 2	4,843	4,825	99.6%
Total TV Center	100.1%	13,363	13,376
Beverly Hills High School			
Nightfire	8,912	4,337	48.7%
Total theatre	85.9%	107,552	92,377

*Does not include Los Angeles theatre groups. Under the Cultural Services Contract these companies operated in their own facilities and maintained their own box offices.

**All performances combined

***Paid and unpaid

Number of performances: 324
Number of companies:
30 (14 international, 16 national)
Number of artists: 464
Countries represented: 14
Australia; Circus Oz
Belgium; Radeis International Brazil,
Grupo de Teatro Macunaima
Canada; Theatre Sans Fil of
Montreal, Quebec
China; The China Performing
Arts Company
France; Le Theatre du Soleil

Great Britain; Royal Shakespeare Company
Greece; An Epidauras Festival Production
Italy; Carlo and Alberto Colombaioni, Piccolo Teatro di Milano
Japan; Waseda Sho-Gekijo
Mexico; Teatro Taller Epico de la UNAM
Netherlands; De Mexicaanse Hond
Poland; Cricot 2
United States; Actors for Themselves, American Repertory Theatre, Antenna Theatre, The Cast Theatre, Center Theatre Group/Mark Taper Forum, Ensemble Studio Theatre, Goodman Theatre/Flying Karamozov Brothers, The Groundlings, Los Angeles Actors' Theatre, L.A. Theatre Works, National Theatre of the Deaf, Negro Ensemble Company, Nightfire, Odyssey Theatre Ensemble, Room for Theatre, Victory Theatre

Locations:

Ralph Freud Playhouse, Macgowan Hall, UCLA:
 Waseda Sho-Gekijo (six performances), American Repertory Theatre (six performances), Circus Oz (six performances), The China Performing Arts Company (six performances), The Goodman Theatre/Flying Karamozov Brothers (six performances)
 Schoenberg Hall, UCLA:
 Carlo and Alberto Colombaioni (eight performances), Negro Ensemble Company (five performances), National Theatre of the Deaf (five performances), Grupo de Teatro Macunaima (eight performances), Le Theatre Sans Fil of Montreal, Quebec (eight performances)
 Little Theatre, Macgowan Hall, UCLA:
 L.A. Theatre Works (15 performances), Radeis International (six performances), Teatro Taller Epico de la UNAM (five performances), De Mexicaanse Hond (six performances)
 Royce Hall, UCLA:
 Piccolo Teatro di Milano (12 performances) Royal Shakespeare Company (17 performances)
 Royce Rehearsal Hall, UCLA:
 Antenna Theatre (28 performances)
 Television Center/Studio 9:
 Le Theatre du Soleil (11 performances) An Epidaurus Festival Production (five performances), Cricot 2 (nine performances)
 Beverly Hills High School Swimming Pool;
 Nightfire (eight performances)
 Ensemble Studio Theatre:
 The Ensemble Studio Theatre Los Angeles (14 performances)
 The Groundling Theatre:
 The Groundlings (eight performances)
 Los Angeles Actors' Theatre;
 Los Angeles Actors' Theatre (17 performances)
 The Matrix Theatre;
 Actors for Themselves (12 performances)
 Mark Taper Forum;
 Center Theatre Group/Mark Taper Forum (24 performances)

Odyssey Theatre Ensemble;
 Odyssey Theatre Ensemble (16 performances)
 Room for Theatre;
 Room for Theatre (12 performances)
 Victory Theatre;
 Victory Theatre (19 performances)

Number of performances sold-out: 100

American Repertory Theatre, six of six performances
 Carlo and Alberto Colombaioni, four of eight performances
 Circus Oz, six of six performances
 China Performing Arts Company, six of six performances
 Cricot 2, eight of nine performances
 De Mexicaanse Hond, four of six performances
 Goodman Theatre/Flying Karamozov Brothers, six of six performances
 Negro Ensemble Company, five of five performances
 National Theatre of Greece Production, five of five performances
 National Theatre of the Deaf, three of five performances
 Piccolo Teatro di Milano, one of 12 performances
 Royal Shakespeare, 17 of 17 performances
 Theatre Sans Fil of Montreal, eight of eight performances
 Radeis International, six of six performances
 Teatro Taller Epico, one of five performances
 Theatre du Soleil, eight of 11 performances
 Waseda Sho-Gekijo, three of six performances

Theatre companies

Actors For Themselves (USA)
 Matrix Theatre
"Homesteaders"
 15 performances: 24 June–8 July
"Homesteaders", a West Coast premiere, was a two-act comedy-drama set on an island fishing community in southeastern Alaska that pitted the idealistic rebellion of the 1960s against the realities of the 1980s. The director was Sam Weisman.
 Formed in the early-1970s. Actors for Themselves was conceived as a theatre for actors to pursue their craft, as well as develop additional skills such as writing, directing and producing.

American Repertory Theatre (USA)
 Ralph Freud Playhouse, Macgowan Hall, UCLA
"School For Scandal"
 three performances: 25, 26, 30 June
"Six Characters In Search of an Author"
 three performances: 27-29 June
 Richard Brinsley Sheridan's *"School For Scandal"*, directed by Jonathan Miller, was originally produced for the American Repertory Theatre's 1982–1983 season, while Luigi Pirandello's *"Six Characters In Search of an Author"*, directed by the company's founder Robert Brustein, was the final work of the Theatre's 1983–1984 season.
 The ensemble, one of the few still performing in rotating repertory, emphasizes worthy but neglected works from the past, new American plays and innovative classical productions.

Antenna Theatre (USA)
 Royce Rehearsal Hall, UCLA
"Amnesia"
 28 performances: 16–22 July (4 performances daily)
 The production of *"Amnesia"*, directed by Chris Hardman, was an experiment with "walk-through", audience participation theatre. Each person wore a portable cassette player and walked through a designed setting listening to pre-recorded dialogue and interacting with live masked actors.
 Antenna Theatre was founded in November of 1980 by Hardman and bases its works on the idea that a major strength of live theatre and public art comes from the interaction with the community in which it is created and presented.

Carlo and Alberto Colombaioni (ITA)
 Schoenberg Hall, UCLA
"Original Show"
 eight performances: 17–24 June
 Brothers-in-law Carlo Colombaioni and Alberto Vitali are clowns in the age-old Italian theatrical tradition of the "commedia dell'arte" dating back to the Renaissance.

Their performances are divided into several parts: first, a portrayal of traditional commedia dell'art, and then, a more contemporary look at slapstick and parody, including take-offs of Hamlet, William Tell and American westerns. The Italian-spoken production did not need English translation.

The Cast Theatre (USA)
 The Cast Theatre
"Brain Hotel"
 18 performances: 22 June–8 July
"Brain Hotel, A Frontal Revue", was a one-hour, four-person collective monologue that has been compared to Joycean stream-of-consciousness writing on one hand, and to scat singing on the other.
 The Cast Theatre is dedicated to the development of new American playwrights through the production of their original plays.

Center Theatre Group/Mark Taper Forum (USA)
 Mark Taper Forum
"Wild Oats"
 11 performances: 10, 15, 16, 20, 21, 24, 26, 29, 30 June
"The American Clock"
 13 performances: 12–14, 17, 19, 22, 23, 27, 28 June, 1 July
 Arthur Miller's *"The American Clock"* is a play depicting a depression in the 1960s and bears resemblance to a large canvas as it presents an entire society, yet running through it as a counter motif, is the story of a single family. It was directed by Gordon Davidson. The 18th-century comedy *"Wild Oats"* was adapted by James McClure into a play about the American West and directed by Tom Moore.

The Center Theatre Group/Mark Taper Forum was founded in 1967 as an outgrowth of UCLA's The Theatre Group. Under the leadership of Artistic Director Davidson, the Taper has presented more than 200 productions, ranging from the classics to contemporary European and American plays.

Chengdu Acrobatic Troupe, The Central Ensemble of National Music (CHN), Ralph Freud Playhouse, Macgowan Hall, UCLA

The Chengdu Acrobatic Troupe and Central Ensemble of National Music/ six performances: 11–15 July
 The Olympic Arts Festival marked the first United States appearance for the Central Ensemble and the Chengdu Acrobatic Troupe. The Troupe, as it is known today, established itself professionally in 1952 and boasts a staff of more than 200 skilled and rigorously trained acrobats, jugglers, tight-rope walkers and clowns.

The Central Ensemble of National Music, founded in 1960, consists of a composition and research center, a wind and string orchestra with national instruments, and a chorus. Its Festival presentation included traditional and contemporary songs and folk melodies from throughout China.

Circus Oz (AUS)
Ralph Freud Playhouse,
Macgowan Hall, UCLA

"Original Show"

six performances: 4–8 July

The Olympic Arts Festival marked the first visit to the United States for Circus Oz. A collection of 11 performers and six technical specialists, Circus Oz was a combination of the Melbourne Soup Box Circus and the New Circus in Adelaide. Almost all members of the group perform a variety of functions, from bookkeeping and program selling to walking the high wire and eating fire.

The acts presented at the Festival involved traditional circus skills, such as clowning, juggling, and balancing, but all had been given a contemporary twist.

Cricot 2 (POL)

Television Center, Studio 9

"The Dead Class"

four performances: 5–8 July

"Wielopole, Wielopole"

five performances: 11–15 July

"The Dead Class" is described as a "dramatic seance." Based on the notes of S.I. Witkiewicz, a leading Polish playwright, this piece explores the fundamental philosophical problems of death.

"Wielopole, Wielopole" is believed to be roughly autobiographical of Cricot 2's founding director, Tadeusz Kantor, and was the name of the village (near Krakow) where Kantor was born in 1915. The production is a nightmare memory play concerning a half century of Polish cultural dislocation. Both plays were directed by Kantor.

Cricot 2 was founded in 1956, but dates back to the days of World War II when Kantor and a group of artists named themselves Cricot—an anagram of the Polish word for circus.

Ensemble Studio Theatre Los Angeles (USA)

Ensemble Studio Theatre

"Sporting Goods"

14 performances: 30 June–15 July

"Sporting Goods" was an evening of nine lo-minute plays based on the theme of sport and was specially created for the Festival. This format of thematically linked short plays has become a hallmark of the Ensemble Studio.

The Ensemble Studio Theatre was founded in New York in 1971. Eight years later, a group of Ensemble members, including William Devane and Jon Voight, formed the Ensemble Studio Theatre, Los Angeles. The company is unique in that all of its plays originate in the theatre workshop and are initiated by one of its members.

An Epidaurus Festival Production (GRE)
Television Center, Studio 9

"Oedipus Rex"

five performances: 28 June–1 July

This production of Sophocles' *"Oedipus Rex"*, directed by Mino Volanakis, marked the United States debut of the National Theatre of Greece. Performed with the stark accuracy of a modern thriller, it departed from the traditional attempts to faithfully reproduce the style of the ancient Greek theatre productions. The production was performed in Greek with an English synopsis available in the performance program.

The Goodman Theatre/Flying Karamazov Brothers (USA)
Ralph Freud Playhouse, Macgowan Hall, UCLA

"A Comedy of Errors"

six performances: 18–22 July

The five Flying Karamazov Brothers teamed with jugglers, musicians, rope-walkers, tap dancers, unicyclists, gymnasts, singers and belly dancers to present a new twist to Shakespeare's first play, *"A Comedy of Errors"*. The director was Robert Woodruff.

The Goodman Theatre is the second oldest continuing resident theatre in the United States, established in 1925 as a gift to the Art Institute of Chicago.

The Groundlings (USA)
Groundling Theatre

"Olympic Trials,

A Chick Hazard Mystery"

eight performances: 11–21 June

"Olympic Trials, A Chick Hazard Mystery" is a semi-improvisational mystery calling upon the skills of one of the Groundlings' most popular characters, Private Investigator Chick Hazard. Set in the context of the 1932 Olympic Games, the play sets Hazard against

such Prohibition-era types as Velocity Gold, Johnny Christmas and Carmen Ghia. Directed by Groundlings Artistic Director Tom Maxwell, this world premiere play was constructed in such a way as to invite the audience to help Hazard solve the case by inventing clues. This who-done-it mystery was specially created for the Festival and was the first event to sell out.

The Groundlings originally began in 1972 as a workshop project. The Groundling School began with 17 students of improvisation in 1979 and has expanded to more than 150 persons today.

Grupo de Teatro Macunaima (BRA)
Schoenberg Hall, UCLA

"Macunaima"

six performances: 9–14 July

The play, *"Macunaima"*, first performed in 1978, was adapted from a 1928 novel by Mario de Andrade. It tells the story of a journey that leads the rogue, Macunaima, from his Amazon jungle home to the streets of Sao Paulo and beyond to the heavens where he becomes a star. The performance, directed by Antunes Filho, was in Portuguese with no translation necessary.

Making its West Coast debut, the Brazilian-based Grupo de Teatro Macunaima receives its inspiration, as well as its name, from the legendary hero of the Taulipangues Indians, Macunaima (the "hero with no character").

Los Angeles Actors' Theatre (USA)
Los Angeles Actors' Theatre

"Sherlock's Last Case"

17 performances: 11–22 July

"Sherlock's Last Case" pits the legendary ace of 221B Baker Street against his arch-rival Professor Moriarity. This mystery is a world premiere written by Charles Marowitz, produced through arrangement with George W. George and directed by Robert Benedetti.

The Los Angeles Actors' Theatre was founded in 1975 as a multi-cultural professional theatre and performance laboratory with a commitment to the development of new plays and new interpretations of the classics.

L.A. Theatre Works (USA)
The Little Theater, Macgowan Hall, UCLA

"Agamemnon"

15 performances: 17–30 June

The L.A. Theatre Works' production of *"Agamemnon"* represented the group's second major collaborative effort with British playwright/actor/director Steven Berkoff. This American premiere, freely adapted from Aeschylus' Greek classic by Berkoff, was a story about the futility of war and the sacrifices made to wage it.

Formed in 1974, the L. A. Theatre Works has produced 21 plays and conducted more than 80 theatre, writing, dance, music and visual arts workshops in social institutions and in the community.

De Mexicaanse Hond (HOL)
The Little Theater, Macgowan Hall, UCLA

"Luisman's Law"

six performances: 17–22 July

The world premiere performance of De Mexicaanse Hond's Artistic Director Alex van Warmerdam's *"Luisman's Law"* is indicative of the company's unique style in which each element has achieved equal status: music, sets, dialogue, interpretation.

Broadcasting in the early days was often jammed by a peculiar whining howl caused by atmospheric disturbances. Dutch listeners dubbed this noise "The Mexican Hound" for reasons that remain mysterious. In 1980, a group of young performers from Amsterdam chose this curious expression as its name, having never actually heard this howl themselves.

The National Theatre of the Deaf (USA)
Schoenberg Hall, UCLA

"The Hero With a Thousand Faces"

five performances: 3–7 July

***The Hero With A Thousand Faces"*, adapted from a book by Joseph Campbell and directed by Larry Arrick, is a comedy about the influence that myths and fairy tales exert on man as he tries to come to grips with life's dilemmas and paradoxes. The production was a Los Angeles premiere.

Composed of hearing as well as deaf actors, the National Theatre of the Deaf was formed 16 years ago by Broadway designer David Hays. The company has created a new theatre form by merging spoken English and American sign language.

Olympic Arts Festival

The Negro Ensemble Company (USA)
Schoenberg Hall, UCLA

"A Soldier's Play"

five performances: 26–30 June

"A Soldier's Play", a murder mystery, revolves around an investigation of the fatal shooting of a black sergeant at a predominantly Negro World War II Army base in Fort Neal, Louisiana. The drama won the 1982 Pulitzer Prize for author Charles Fuller.

The Negro Ensemble Company was formed in 1966 after Robert Hooks, Douglas Turner Ward and Gerald Krone determined to create a permanent home in which black theatre artists could oversee, control and promote their own artistic destinies. The company has become America's foremost black professional theatre company.

Nightfire (USA)

Beverly Hills High School

Swimming Pool

"Liquid Distance/Timed Approach"
eight performances: 9, 17 June

"Liquid Distance/Timed Approach" was a world premiere created especially for the Olympic Arts Festival. It was inspired in part by the athletes who competed in the 1932 Olympic Games and featured not only actors, but also college athletes, children, 1932 Olympic swimming and diving champions—and a swimming pool.

Nightfire is an experimental performance art company which creates only original work under the direction of Laura Farabough.

Odyssey Theatre Ensemble (USA)

Odyssey Theatre Ensemble

"Edmond"

16 performances: 24 June–8 July

"Edmond" is the story of a man set morally adrift in a corrupt and violent world, a drama about Edmond's desertion of an unfulfilled marriage, his quest for the meaning of his own existence and the nightmare odyssey he experiences through New York City's underworld. A West Coast premiere, this Obie Award-winning drama was written by David Mamet and directed by Ron Sossi.

The Odyssey Theatre Ensemble was founded in 1969, when Sossi decided to demonstrate that experimental theatre could be widely enjoyed and fiscally solvent without sacrificing artistic quality.

Piccolo Teatro di Milano (ITA)

Royce Hall, UCLA

"The Tempest"

seven performances: 7–14 July

"Harlequin, The Servant of Two Masters"

five performances: 18–22 July

During the two-week engagement at the Olympic Arts Festival, Piccolo Teatro di Milano staged two of the productions for which it is best known: Shakespeare's *"The Tempest"*, presented in a manner that recaptures the Italian roots of the play; and Goldoni's *"Harlequin, The Servant of Two Masters"*, which after 35 years has become the group's signature piece. Both productions were directed by company artistic director Giorgio Strehler in Italian with English translation available in the program.

Strehler and Paolo Grassi ran the Piccolo Teatro di Milano together from the date of its inception in 1947 until 1968 when Strehler left to set up his own company. In 1972, Grassi took up the management of La Scala and Strehler returned to direct the company as he still does today.

Radeis International (BEL)

The Little Theater, Macgowan Hall,
UCLA

"Scaffoldings"

six performances: 2–7 July

"Scaffoldings", a United States debut, focused on three laborers working on a scaffolding struggling through another day. Because the Radeis International ensemble draws from elements of theatre and mime, as well as from the circus and cabaret, it refers to its productions as "new variety theatre."

The group was formed in Brussels in 1977, as the popular street theatre that had been the goal of Jos DePauw and Pat van Hemelrijk.

Room For Theatre (USA)

Room For Theatre

"Skylark"

12 performances: 12–24 June

Samson Raphaelson's 1939 comedy *"Skylark"* is a stylish romance about a hard-working husband, a hard-playing wife and the marriage they pursue together. Directed by Norman Cohen, this three-act play showcased all three of its artistic directors Dolores Mann, Beverly Sanders and Sylvia Walden.

Room for Theatre was founded in 1979 by Mann, Sanders and Walden who wanted to provide Los Angeles audiences with a unique experience by producing plays from the American repertoire of the 1920s, 1930s and 1940s which provide women with strong acting roles.

The Royal Shakespeare Company (GBR)

Royce Hall, UCLA

"Much Ado About Nothing"

11 performances: 7–16 June

"Cyrano de Bergerac"

six performances: 19–23 June

"Much Ado About Nothing" and *"Cyrano de Bergerac"* were

directed by Terry Hands, who became co-Artistic Director with Trevor Nunn in 1978. Both productions starred Derek Jacobi and Sinead Cusack, associate artists with the RSC.

More than 28,000 people viewed the 17 performances of the Royal Shakespeare Company for one of the highest-attended productions of the Olympic Arts Festival. Although the roots of the RSC date back to 1879, it was formed in its present configuration in 1960 under the leadership of (now Sir) Peter Hall.

Teatro Taller Epico de la UNAM (MEX)

The Little Theater, Macgowan Hall,
UCLA

"Novedad de la Patria"

five performances: 10–14 July

One of Mexico's foremost experimental theatre companies, Teatro Taller Epico brought to the Olympic Arts Festival a series of popular sketches assembled under the collective title *"Novedad de la Patria"* (News of the Fatherland). Based on the epic poem *"La Suave Patria"* by the early 20th century Mexican poet Lopez Velard, the play was written and directed by Luis de Tavira. The production was in Spanish with an English synopsis available in the program.

Le Theatre du Soleil (FRA)

Television Center, Studio9

"Richard II"

four performances: 13, 16, 20,
23 June

"Twelfth Night"

four performances: 14, 17, 21,
24 June

"Henry IV, Part I"

three performances: 15, 19, 22 June

Ariane Mnouchkine's company, Le Theatre du Soleil, made its American debut at the Olympic Arts Festival performing its productions of Shakespeare's *"Richard II"*, *"Twelfth Night"*, and *"Henry IV, Part I"*. The group recognizes no "star" as such and each of the 50-plus company members share in the work of producing theatre and are paid equally.

The production of *"Richard II"* relied on sets, costumes and masks drawn from the Italian commedia dell'arte and Japanese Kabuki, while *"Twelfth Night"* relied on conventions borrowed from India's Kathakali tradition. Presented in French and lasting up to five hours, more than half of the 11 performances were sold out.

Le Theatre Sans Fil,
Montreal, Quebec (CAN)

Schoenberg Hall, UCLA

"The Hobbit"

eight performances: 16–22 July

Founded in 1971, Le Theatre Sans Fil, presented Tolkien's *"The Hobbit"*. The production was brought to life by 48 rod puppets ranging from four to 12 feet high and coordinated precisely with lighting, music and narration.

The Olympic Arts Festival marked the West Coast debut of this 11-member company directed by Andre Viens and Claire Ranger. Seven of *"The Hobbit"* performances were in English while the 18 July production was given in French.

Victory Theatre (USA)

Victory Theatre

"Back To Back"

19 performances: 21 June–8 July

The Olympic Arts Festival presentation of Al Brown's *"Back to Back"* was a Los Angeles premiere directed by Tom Ormeny with a cast of two. The production was an acclaimed comedy about two soldiers sharing a foxhole in Vietnam, and the development of their relationship in a survival situation. It attends to the simple moment of time spent in an insane situation.

Dedicated to nurturing new playwrights, this Los Angeles theatre was opened in 1980 by Ormeny and Maria Gobetti.

Waseda Sho-Gekijo (JPN)

Ralph Freud Playhouse,

Macgowan Hall, UCLA

"The Trojan Women"

six performances: 18–23 June

In 1974, Tadashi Suzuki began to rework Euripides' *"The Trojan Women"* following his theme of de-Westernizing Japanese theatre. He recast this Western classic as the recurring nightmare of an old Japanese beggar-woman sifting through the rubble of post-war Japan. Kabuki and Noh were elements that were added to the production to rediscover the ritualistic origins of culture, East and West. The play was presented in Japanese with an English synopsis available in the program.

25.03.3

Music and opera

Musical events at the Olympic Arts Festival ranged from classical to pop, from opera to jazz. There was music under the stars and over the airwaves, string quartets and electronic synthesizers.

More than any other component in the Festival, music programming evolved into many festivals-within-a-festival: a chamber music festival, a contem-

porary music festival, a jazz festival, and gala performances by the Royal Opera of Covent Garden, as well as the Los Angeles Philharmonic Orchestra. Each of these mini-festivals was designed to honor specific feats in the field of music.

The concept of featuring youthful winners of the world's prestigious chamber music competitions was present in the earliest discussions regarding the shape the Festival musical component should take. In the seven concerts presented as part of the Chamber Music Festival, five were performed by chamber music's "gold medalists", still relatively unknown artists at the beginning of their careers and all under the age of 30. The remaining two concerts featured two of the established quartets residing in the United States.

The week-long Contemporary Music Festival focused on the various ways serious composers had been coming to terms with the potential of applied electronic technology. Dedicated audiences who attended every event in the Contemporary Music Festival experienced a broad range of styles from speech-song to computer generated music. Four world premieres and six United States premieres were presented, in addition to radio commissions by six American composers for broadcast by Festival co-producer KUSC-FM.

As one of the truly indigenous American contributions to the arts, jazz was presented by Los Angeles-based musicians in a six-hour marathon and as a mini-festival.

In 1932, the Los Angeles Philharmonic Orchestra mounted a series of gala concerts, "*Concerts in the Stars*", in the Hollywood Bowl. These concerts, honoring the Games of the Xth Olympiad, were the centerpiece of the cultural program. Again, in 1984, the orchestra honored Los Angeles and the Olympic Games with four concerts, including an opening gala which showed the range and diversity of this world class orchestra.

However, for many people, the pinnacle of the Festival was the 11 performances by the Royal Opera of Covent Garden. The three productions which were presented marked the United States' debut of the Royal Opera and the occasion was commemorated by a visit from Great Britain's Princess Anne.

The music programming of the Olympic Arts Festival was designed to present new works, new artists and new productions to both the Los Angeles audiences and the visitors from around the world. Music crosses

all cultural and geographical borders and it was appropriate that this musical diversity be presented at a time of international brotherhood and friendship.

Music and opera facts and figures

Opening date/performance:
4 June/Naumberg Chamber Music Award Winner and Coleman Chamber Award Winner

Closing date/performance:
5 August/Olympic Jazz Festival

Co-producers:
KUSC-FM Radio-Chamber Music Festival
Wallace Smith, General Manager
Mary Ann Bonino, Program Manager
Los Angeles Philharmonic Association
Hollywood Bowl Events
Ernest Fleischman,
Executive Director

Music Center Opera Association
Royal Opera of Covent Garden
California Institute of the Arts
Contemporary Music Festival
Festival Music, Inc.
Olympic Jazz Festival

Number of performances:
33

Total attendance:
92,000

Percentage of capacity:
77%

Range of attendance:
31-100%

Number of sold out performances:
11

Locations: Five

Japan America Theatre;
All chamber and contemporary music

Dorothy Chandler Pavilion;
Royal Opera of Covent Garden
Hollywood Bowl;
Great Olympic Jazz Marathon,
Prelude to the Olympics: A Gala
Concert, Westminster Abbey
Messiah, An Evening of Rodgers,
Hart and Hammerstein

John Anson Ford Theatre;
Olympic Jazz Festival
Veteran's Memorial Park, Sylmar;
One performance, contemporary
music festival

Number of countries: Four

Austria; Hagan Quartet
France; IRCAM
Great Britain;
Royal Opera of Covent Garden
United States; All other performers

Music and opera

Chamber Music Festival

The Lydian String Quartet (USA)

one performance: 4 June
Wilma Smith, violin
Judith Eissenberg, violin
Mary Ruth Ray, viola
Rhonda Rider, cello

The Lydian String Quartet, winner of
the 1984 Naumberg Chamber Music

Attendance figures

	<i>Capacity*</i>	<i>Total attendance**</i>	<i>Percentage</i>
Chamber Music Festival	5,887	3,435	58.3%
Contemporary Music Festival	5,590	2,891	51.7%
Royal Opera	34,078	33,088	97.1%
Hollywood Bowl	53,519	37,575	70.2%
Olympic Jazz Festival	17,717	11,518	65.0%

* All performances combined
** Paid and unpaid attendance

Award, is based at Brandeis University and made its debut in March 1984 at Carnegie Hall, New York City. Concert selections for the Olympic Arts Festival included quartet compositions from Hayden, Mackey and Ravel. Mackey's "*String Quartet*" was a West Coast premiere.

The Evanston Saxophone Quartet (USA)

one performance: 7 June
Kyle Horch, soprano saxophone
Kimberly Brockett, alto saxophone
Edward C. Sabatino, Jr., tenor saxophone

Ronald E. Blake, baritone saxophone
The Evanston Saxophone Quartet, winner of the 1984 Coleman Competition in Pasadena, California, was formed by four students from Northwestern University in 1983. Their Festival program included selections from Scarlatti, Pierne, Pousseur, Glazunov, Desenclos, Bach and Lacour.

Guarneri String Quartet (USA)

one performance: 11 June
Arnold Steinhardt, violin
John Dalley, violin
Michael Tree, viola
David Soyer, cello

The Guarneri String Quartet, one of the world's most prominent chamber music ensembles, celebrated its 20th anniversary season in 1984. Its members, all Professors of Music at the University of Maryland, have remained unchanged since the group's inception in 1964. Their Festival selections were from Beethoven's quartet compositions.

Winners of the 32nd Munich International Music Competition (USA)

one performance: 14 June
Peter Matzka, violin
Teresa Turner-Jones, piano
Winners of the chamber music violin/piano category at the 1983 Munich International Music

Competition, Peter Matzka and Teresa Turner-Jones, are from the United States. Besides concertizing with Turner-Jones, Matzka is a member of the Vienna String Sextet and the Atlantis Trio. Turner-Jones also is a member of the Atlantis Trio as well as the Johann Strauss Damen Kapelle. The three part program included selections from Brahms, Ives and Schubert.

The Hagen String Quartet (AUT)

one performance: 18 June
Lukas Hagen, violin
Annette Bik, violin
Veronika Hagen, viola
Clemens Hagen, cello

Three members of the Hagen String Quartet—first violinist Lukas, cellist Clemens and violist Veronika Hagen—are two brothers and a sister whose father teaches viola at the Mozarteum in Salzburg, Austria. The quartet's fourth member, second violinist Annette Bik, is a fellow student at the Mozarteum. The average age of the group is just over 20. Their recent prizes include first prize at the 1983 Evian International String Quartet Competition and the gold medal at the Bordeaux Festival several months later. Mozart, Kodaly and Schubert were selections on the program which marked the group's United States debut.

Colorado String Quartet (USA)

one performance: 25 June
Julie Rosenfeld, violin
Deborah Redding, violin
Francesca Martin, viola
Sharon Prater, cello

The Colorado String Quartet takes its name from the University of Colorado, where the ensemble was formed by graduate students in 1976. Since then, the quartet (now based at the Julliard School of Music in New York) has won four major international competitions awards: 1983 Naumberg Award; first prizes in the first Banff International String Quartet Competition and the 1980 Coleman Chamber Music Competition; and second prize in the 1981 Evian International String Quartet competition. Program selections included selections from Haydn and a West Coast premiere of Laderman and Beethoven.

Sequoia Quartet (USA)

one performance: 28 June

Olympic Arts Festival

Yoko Matsuda, violin
Miwako Watanabe, violin
James Dunham, viola
Robert Martin, cello
The Sequoia String Quartet, the quartet-in-residence at California Institute of the Arts, first came to national attention after winning the 1976 Naumberg Chamber Music Award. After performing selections from Mozart and Bartok, the group combined with the Colorado String Quartet to present Mendelssohn.

Contemporary Music Festival (FRG)
Japan America Theatre
"Sternklang"
two performances: 18, 19 June
The American premiere of Karlheinz Stockhausen's "Sternklang" (Sound of the Stars), originally performed in 1971, was presented at the Veterans Memorial Park in Sylmar. The composition was written for five groups of singers and instrumentalists who are separated during performance as far as possible from each other. The singers and players are individually amplified over loudspeakers. Sound runners transport musical models from one group to another, where they are taken over and integrated. At 10 different moments, a centrally positioned signalman gives common tempi for all, and all the groups are synchronized with each other.

"The Double Life of Amphibians" (USA)
one performance: 20 June
Morton Subotnick's "The Double Life of Amphibians"; a tone poem, is a staged concert in three parts (Amphibians, Beasts, Angels). It is scored for 11 instruments, computer generated sounds, soprano, and two male voices (bass and tenor). A work in progress for four years, this was a world premiere of the completed version.

Sal Martirano, Charles Dodge, Rhys Chatham/Roger Reynolds (USA)
one performance: 21 June
Two world premieres were offered by Roger Reynolds and Sal Martirano. Reynolds' "Transfigured Winds" written for flute solo, 14 musicians and a digital pre-recorded tape. Martirano's "Thrown" has its roots in jazz and digital logic and gets its name from a composing process. Charles Dodge's "The Waves" was a West Coast premiere and is a work for a singer and computer. The final composer in the evening's presentation was Rhys Chatham whose four programs were entitled "Guitar Ring: The Out of Tune Guitar", "Journey I-III", "No. 2", and "Guitar Trio".

John Cage/CCMC Toronto (USA/CAN)
one performance: 22 June
John Cage, long associated with the Merce Cunningham Dance Company, presented "Variations IV". Cage's instructions for the work are that it is for any number of players, any sounds or combinations of sounds produced by any means, with or without other activities.

The Toronto, Canada-based CCMC is a nine-year association of five improvisation musicians who play at least two instruments each, as well as electronics and synthesizer.

Music from IRCAM (FRA)
two performances: 23, 24 June
The two concerts showcased the North American debut of work from Pierre Boulez' Institute de Recherche et Coordination in Paris (Institute for Research and Coordination of Acoustics and Music—IRCAM). This institute is the most advanced new music center in the world and nine of its international electronic composers presented five United States premieres and two West Coast premieres.

The Royal Opera of Covent Garden (GBR)
Dorothy Chandler Pavilion
"Turandot"
four performances: 9, 13, 17, 21 July
"Peter Grimes"
three performances: 11, 16, 19 July
"Die Zauberflote"
four performances: 12, 14, 18, 20 July
The Royal Opera of Covent Garden made its United States debut with its appearance in the Olympic Arts Festival. The announcement was made concurrently in Los Angeles and London on February 28, 1983. The premiere of "Turandot" marked the first time that the Royal Opera had ever premiered a production away from home and the occasion was commemorated by the presence of Great Britain's Princess Anne.

The Great Olympic Jazz Marathon (USA)
Hollywood Bowl
one performance: 23 July
The marathon of jazz encompassed six hours presenting some of the outstanding performers in traditional and contemporary jazz. Included was a special tribute to the late Count Basie.

The Westminster Abbey "Messiah" (USA)
Hollywood Bowl
one performance: 24 July
To commemorate its 200th anniversary, the 1784 Westminster Abbey performance of Handel's "Messiah" was recreated for the Festival. Baroque specialist Christopher Hogwood conducted the 200-member combined Los Angeles Philharmonic and Institute Orchestras and a more than 300-voice chorus.

An Evening of Rodgers, Hart and Hammerstein (USA)
Hollywood Bowl
one performance: 25 June
Five-time Oscar winner John Green conducted music composed by Richard Rodgers, Lorenz Hart and Oscar Hammerstein that saluted classic songs of the American musical theatre and the movies.

Prelude to the Olympics:
A Gala Concert (USA)
Hollywood Bowl
one performance: 27 July
On the night before the Opening Ceremonies of the Games of the XXIIIrd Olympiad, Michael Tilson Thomas conducted this gala world premiere of John Williams' "Olympic Fanfare", specially commissioned by the LAOOC for the Games. Included in the program were selections from Bernstein, Gould, Copland and Beethoven.

Olympic Jazz Festival (USA)
John Anson Ford Theatre
four performances: 2-5 August
Los Angeles-based vocalists and instrumentalists along with an All-Star Olympic Jazz Festival orchestra performed their own hits and new compositions written in celebration of the Games. The orchestra was conducted by arranger-composer Tommy Vig who co-produced the four performances.

25.03.4
Visual arts
Nineteen visual art exhibitions, five mini-festivals, three film programs and four commissioned projects transformed Southern California into an international art gallery during the Olympic Arts Festival. For the ten weeks of the Festival a panoply of artists and styles was presented, from the majesty of French impressionism to the personalized messages of contemporary muralists.

The broad range of exhibitions, festivals and films were devoted to visual arts from around the world, as well as Olympic-related themes. In keeping with the performing arts, many of the exhibitions crossed traditional boundaries, mixed mediums and cultures and defied categorization.

There were national and international collections of photographs, paintings, sculptures, prints, memorabilia and stamps, as well as commissions, and films and video, tracing cultural history from many nations and including a special section commemorating Olympic history. Many paintings and art objects were loaned by museums and governments around the world and have never before been seen outside their home institutions.

"Festivals-within-a-Festival" took place throughout the city of Los Angeles and were designed to encompass a wide variety of activities bringing together elements of many different cultural traditions. Visitors from around the world had the opportunity to explore international customs and art forms they previously might never have encountered.

Because Los Angeles is acknowledged as the movie capital of the world, it was only appropriate that film be prominently presented. As part of the overall event, national and international motion pictures, including documentaries, classics and the avant-garde, animation and short films and a special "Sports Film Festival" were programmed.

Finally, the commissions awarded for the murals, the fine arts poster series, the Olympic photographic essay and the Olympic Gateway featured many California artists, some of whom enjoy international renown and others whose reputations were just emerging. These commissions represent a lasting legacy to the citizens of the city, memories of the exhilaration, spirit and excitement of the Games of the XXIIIrd Olympiad.

Visual arts facts and figures

Number of exhibitions: 19
Number of festival and film events: 8
Number of commissions: 4
Number of locations: 26
Approximate paid attendance: 970,000

Visual arts

"Robert Graham: Studies for the Olympic Gateway"
Location: ARCO Center for Visual Art
Six-week exhibition
Total Attendance: 26,106
The development of the Olympic Gateway from preliminary maquettes to finishing details was the subject of this exhibition, with photographs, models of the Gateway's human figures and a video documentary about the sculptor and his work.

"Los Angeles and the Palm Tree: Image of a City"
Location: ARCO Center for Visual Art
Six-week exhibition

Total Attendance: 800-1,000/day
This exhibition featured the massive tree-planting program that was part of the city's official preparations for the 1932 Olympic Games. Through fine art works, period advertisements, movie stills and vintage photographs, the exhibition illustrated how the palm tree changed the Los Angeles skyline and affected the image of the city.

"California Sculpture Show"
Location: California International Arts Foundation/Fisher Gallery
10-week exhibition

Total Attendance: 10,000
A dozen large-scale sculptures created by 12 California artists were displayed in Los Angeles for the first

time before making a tour of European museums. Many of the works were located outdoors in the area surrounding the gallery and near the Olympic venues within the greater Exposition Park area.

"The Black Olympians: 1904-1984"

Location: California Museum of Afro-American History and Culture
Six-month exhibition

Attendance: 800-1,000 /day

This pictorial exhibit chronicling the history of black participation in the Olympic Games consisted of video tapes, movie clips, photographs, memorabilia, paintings, sculpture, prints and related items. Significant attention was given to early black Olympians.

"Los Angeles: Legacies of the 1932 Olympic Games"

Location: City of Los Angeles City Hall and Central Library
Two-month exhibition

Attendance: 15,000-both locations

Official archival documents, plans, photographs, programs, and other memorabilia of the 1932 Olympiad-many never before publicly displayed-comprised the City's official exhibition honoring the Games of the XXIIIrd Olympiad.

"Olympic Philarelic Exhibition"

Location: Pasadena Center
2½-week exhibition

Attendance: 2,500-3,000

This display, sponsored by Federated Philatelic Clubs of Southern California, brought together some of the most prominent stamp collections of Olympic philately including stamps from the private collection of IOC President Juan Antonio Samaranch. Stamps from 1896 honoring the first Modern Olympic Games to recent issues honoring the 1984 Games were displayed.

"A Day in the Country: Impressionism and the French Landscape"

Location: Los Angeles County Museum of Art
81-day exhibition

Attendance: 200,000+

Forty masterpieces from the Louvre Museum in Paris were included in the display of 125 paintings which enabled one to spend "a day in the country" with such well-known painters as Monet, Pissaro and Cezanne. This international exhibit was divided into nine sections, each devoted to a major landscape or type of landscape motif favored by the artists.

"The Games of the Xth Olympiad"

Location: Los Angeles County Museum of National History
4½-month exhibition



16

Attendance: 171,000+

This historical tribute to the 1932 Olympic Games consisted of three major exhibitions: memorabilia from the 1932 Olympics including flags and banners, photographs and official documents; the 1932 automobile salon displaying the most elegant cars produced in 1932; and USA 1932, a three-dimensional newsreel of American life during the depression.

"Australia: Nine Contemporary Artists"

Location: Los Angeles Institute of Contemporary Art
6½-week exhibition

Attendance: 6,000+

New art seldom seen in major shows and that has few equivalents in Southern California was featured in this presentation of the works of nine Australian artists.

"Art in Clay 1950s-1980s in Southern California"

Location: Los Angeles Municipal Art Gallery, Barnsdall Park
Five-week exhibition

Attendance: 4,423 combined with "The Works of Carlos Almaraz"

This extensive exhibition featured some 200 works spanning three decades of Southern California ceramic art from the 1950s to the present. It showed the evolution, revolution and continuation of expressions in clay by 31 artists chosen for their roles in the development of ceramic art.

"The Works of Carlos Almaraz"

Location: Los Angeles Municipal Art Gallery, Barnsdall Park
Five-week exhibition

Attendance:

4,423 combined with "Art in Clay"

This was a major exhibition of Carlos Almaraz, who first received recognition for his mural work in Los Angeles barrios. The show surveyed Almaraz' work which has earned him an international reputation. His was the only one-man show in the Olympic Arts Festival and he also was one of the commissioned fine arts poster artists.

"Automobile and Culture"

Location: Museum of Contemporary Art
Six-month exhibition

From Henry Ford's Model A to Pina-Farina's sleek Lamborghini, the automobile has transformed the way we live, work and play. This display which included more than 200 paintings, sculptures, drawings, paintings and photographs, as well as 20 classic cars, surveyed the ever changing image of the automobile and how it has reshaped our physical and mental landscape.

16 The Olympic Arts Festival has its own distinctive Look.

Olympic Arts Festival

"In Context"

Location: Museum of Contemporary Art
Three-month exhibition
Attendance: Both shows: 21,100

The exhibition spotlighted nine American artists in major monumental and environmental works whose public showings internationally coincided with the ten weeks of the Olympic Arts Festival.

"Two Exhibitions: Bay Area Paintings/ New Directions in New York"

Location: Newport Harbor Art Museum
Ten-week exhibition and education program
Estimated Attendance: 20,000

These two separate exhibitions were in-depth studies by artists who were honoring the cities of New York and San Francisco.

"Kahurangi: Treasures from New Zealand"

Location: Pacific Asia Museum
Six-month exhibition
Attendance: 6,100+

This exhibition included ancient artifacts of the Maori people, as well as contemporary Maori art such as carved bone, ivory and jade, unusual ceramics and textiles. The work of 22 master artists currently working in New Zealand was highlighted with a slide presentation and photographs.

"Art of the States: American Works After the 60's"

Location: Santa Barbara Museum of Art
Attendance: 18,000+

An exhibition of contemporary painting and sculpture from a private collection in California was featured along with a concurrent, ten-week lecture/performance series.

"Masks in Motion"

Location: Craft & Folk Museum, Pan Pacific Park
Nine-week exhibition
Attendance: 9,400

Held in conjunction with the annual "International Festival of Masks", this special exhibition contained representative masks from many of the countries participating in the 1984 Olympic Games.

"Olympic Rowing: Integrity and Tradition"

Location: University Art Museum, University of California/Santa Barbara
6½-week exhibition
Attendance: 7,000+

The exhibition described the history and techniques of rowing, using actual equipment, photographs, works of art and a video presentation. The exhibit included paintings, sculptures, prints, photographs and a major collection of postage stamps.

"The Mosaic Image: The First 20 Years of the Museum of Cultural History"

Location: Frederick S. Wight Art Gallery, UCLA
4½ week exhibition
Attendance: 3,000

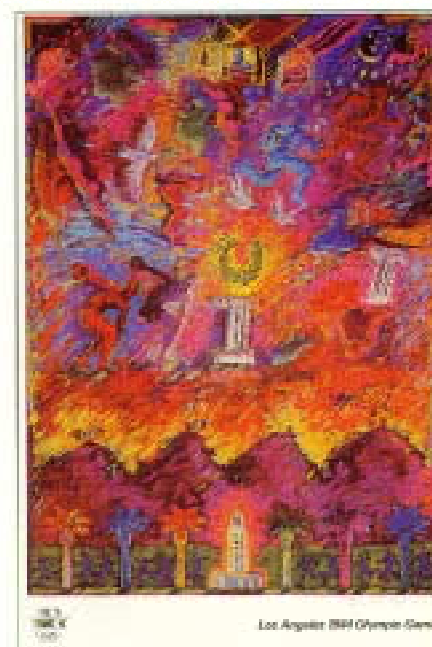
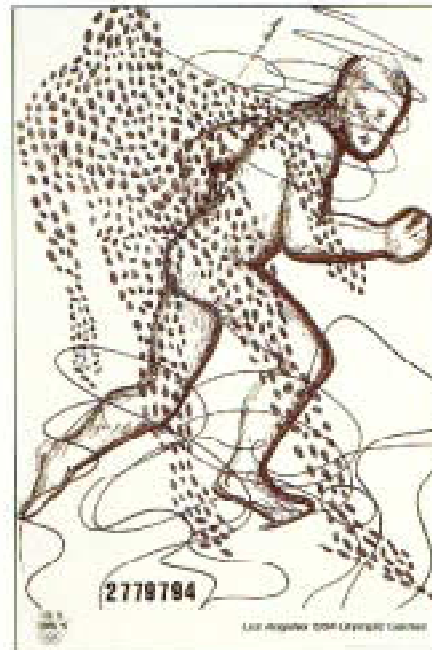
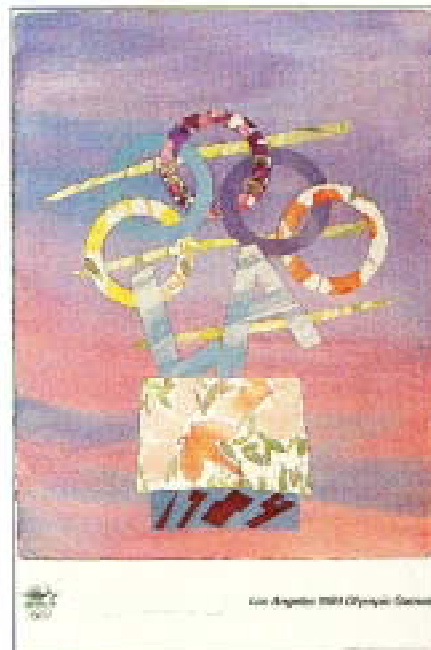
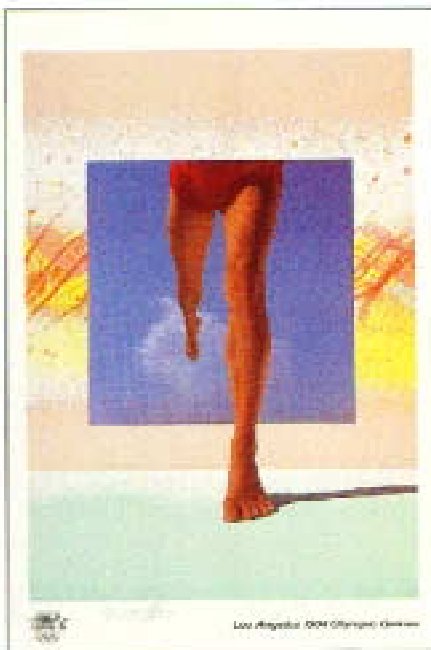
The exhibition featured 300 of the most important pieces from the more than 60 shows in the 20-year history of the Museum of Cultural History. An Olympic gathering of world cultures was represented, drawing on collections of African, Oceanic, Asian and pre-Columbian artifacts.

Festivals and film

"Olympiad of Animation"

Location: Academy of Motion Picture Arts & Sciences
Attendance: 3,690

The first Olympiad of Animation featured new works by contemporary animators. Animation creations celebrating the Olympic spirit, as well as short animated films which have attained the renown of animators and audiences the world over were presented as benchmarks of excellence.



"1984 National Video Festival Olympics Screening"

Location: American Film Institute, Los Angeles campus

Attendance: 750

This was the fourth National Video Festival celebrating the most creative and innovative uses of the video medium and television. The theme "International Communications" looked at television from a world-wide perspective as a major social institution and cultural force.

"International Festival of Masks"

Location: Craft & Folk Art Museum, Pan Pacific Park

Parade Attendance: 22,000

Festival Attendance: 20,000

This three-day annual festival was a celebration of masked dance, theatre and music, mask making demonstrations, exhibits and market booths, international foods and a parade of masks, featuring mask makers, community organizations and other Festival participants.

"A Japanese Festival"

Location: Huntington Library, Art Gallery, Botanical Gardens
Two day festival

Attendance: 8,275

Similar to the Star Festival in Japan, "A Japanese Festival" featured Japanese dancers, an elegant tea ceremony, ancient Japanese music and a display of flowers arranged in the Japanese style.

"Bugaku: Treasures from Kasuga Shrine"

Location: Japanese American Cultural and Community Center
5½-week exhibition

Attendance: 6,000

The ritual masks and robes used in the performance of the sacred Bugaku dance/drama have been preserved in Japan's ancient

Kasuga Shrine's repository and were exhibited in conjunction with the Bagaku dance performances at the Japan America Theatre.

"FILMEX '84"

Location: Los Angeles International Film Exposition
Pickwood Theatre (950 seats); Nuart Theatre (500 seats); Four Star Theatre (780 seats).

Attendance: 100,000+

The largest public film festival in the world, "FILMEX '84": presented a 50-hour marathon containing more than 30 features and short subjects. It screened a comprehensive retrospective of official Olympic sport film documentaries, as well as a series of American independent feature films, children's films and animation.

"Plaza de la Raza Folklife Festival"

Location: Plaza de la Raza, Lincoln Park

Two-day festival

Attendance: 50,000

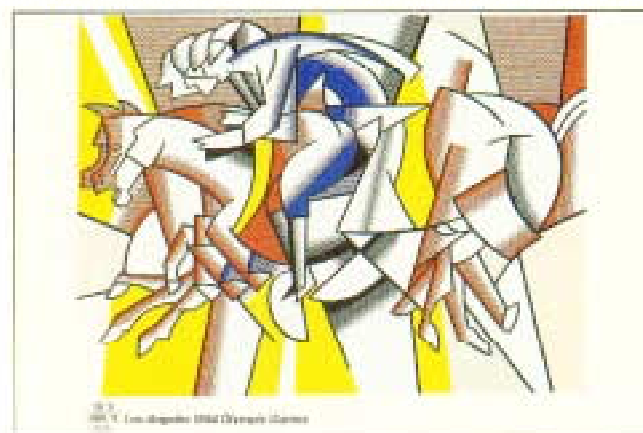
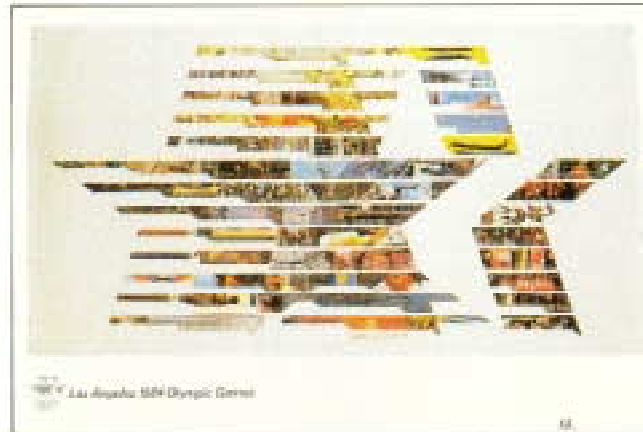
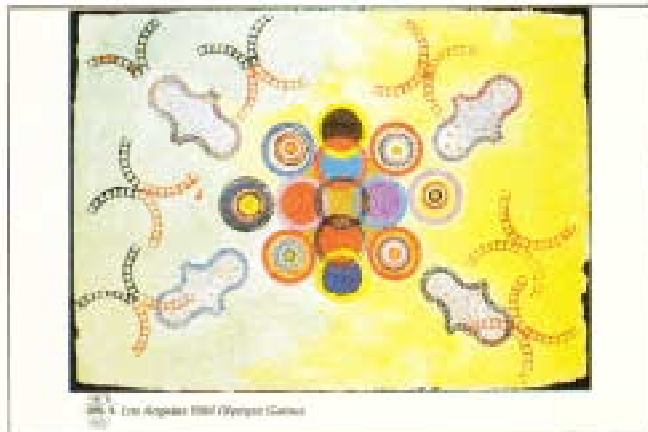
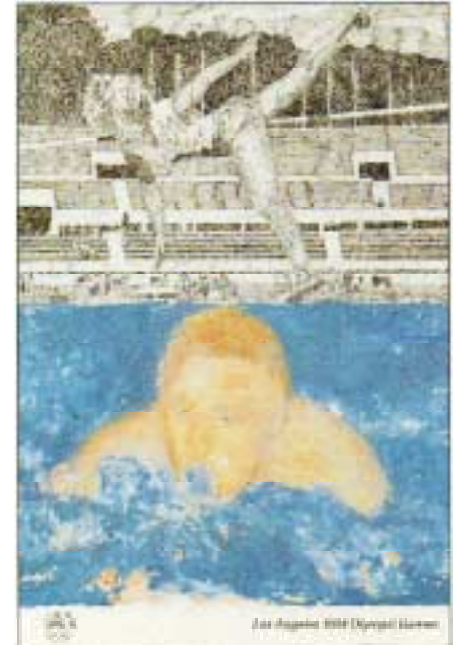
More than 50 artisans representing the different regions of Mexico, California and other areas of the Mexican-American culture in the United States blended together to participate in this two-day celebration of traditional arts of Mexico.

"TOPSail '84"

32-mile sailing parade

Attendance along beaches: Estimated 1.2 million

Five thousand vessels were part of the six-hour sail-parade from Manhattan Beach to Long Beach on the Fourth of July. More than 100,000 sailors manned the vessels. The Tallship Olympic Parade of Sail was the largest flotilla to sail the Pacific Ocean. The parade was culminated by a three-hour aerial and fireworks display.



17 Robert Graham's Olympic Gateway is unveiled on 1 June 1984.



17

Commissions

"The Olympic Mural Project"

In July 1983, the LAOOC, in partnership with the Brockman Gallery, commissioned ten Los Angeles mural artists to create original works adjacent to or on sites along the Harbor and Santa Ana freeway corridors leading to downtown Los Angeles. The ten mural artists included: Alonza Davis, Judith Francisca Baca, Glenna Boltuch, William Franklyn Herron III, Frank Romero, Terry Schoonhoven, Roderick Sykes, Kent Twitchell, John Wehrle and Richard A. Wyatt, Jr. As with the fine art poster series, the muralists were given great latitude to create any image they wished. A diversity of murals was produced, most depicting the athletes or some other aspect of the Games.

"The Olympic Poster Series"

The official fine arts posters for the Games were unveiled in January 1983. Sixteen artists produced posters for the series. They were: Carlos Almaraz, John Baldessari, Jennifer Bartlett, Lynda Benglis, Billy Al Bengston, Jonathan Borofsky, Richard Diebenkorn, Sam Francis, April Greiman, Jayme Odgers, David Hackney, Roy Lichtenstein, Martin Puryear, Robert Rauschenberg, Raymond Saunders and Garry Winogrand. The posters created were diverse in style, ranging from pure abstraction to photo realism. But each painting, drawing and photograph conveyed a personal vision of what the Olympics meant.

"The 1984 Olympic Photographic Commissions"

The 1984 Olympic Photographic Commissions were for ten internationally acclaimed fine arts photographers who were commissioned by the LAOOC to document the 1984 Olympic Games. The result of this aesthetic investigation was the subject of an exhibition and has been published in book form and is also available in a limited edition portfolio of selected photographs.

"Robert Graham: Olympic Gateway"

The LAOOC commissioned Los Angeles-based sculptor Robert Graham to create a permanent monument to the 1984 Olympic Games. The resulting sculpture was an 18-foot-high post and lintel structure, surmounted at either end by seven-foot male and female torsos. Molded into the posts themselves are human figures in a variety of athletic poses. The work, which stands before the peristyle end of the Los Angeles Memorial Coliseum, was unveiled on 1 June, as the inaugural event of the Olympic Arts Festival. Donated by the LAOOC to the Museum of Science and Industry, the Gateway serves as a legacy of the Games, an important reminder of the emotional impact the Games had upon the human spirit and the community.

25.04

Operational support

25.04.1 Housing

The Olympic Arts Festival was contractually responsible for supplying housing for 22 performing arts companies and five photographers. Additionally, it made blocks of rooms available for those companies responsible for their own accommodations.

The hotel selection criteria were as follows:

- Proximity to performance venues
- Rates
- Capacity
- Service and amenities
- Flexibility in rooming adjustments
- Designation as one of the 72 official Olympic Hotels

A hotel for each of the three major performance venues was identified and each entered contractual accommodation agreements with the OAF.

All the dance groups performing at the Pasadena Civic Auditorium were housed at the Pasadena Holiday Inn located across the courtyard from the Auditorium. The dance and music companies performing at the Japan America Theatre were housed at the New Otani Hotel, three blocks away.

The UCLA area lacked an Olympic hotel with the capacity to accommodate the theatre companies, hence the Westin Bonaventure Hotel located 15 miles away in downtown Los Angeles became the primary home for theatre. Lack of proximity between this hotel and performance venues made an efficient transportation system for artists staying at the Bonaventure critical.



18



18

18 A total of ten Olympic murals help transform concrete freeway walls into works of art, leaving a permanent legacy of the Olympic Arts Festival



18



18



19



20



21

19 Robert Graham's 25-foot sculpture stands as the gateway to the Los Angeles Memorial Coliseum.

20 Sculptor Robert Graham detailing the fingers of a hand on the Olympic Gateway.

21 Robert Graham's 25-foot sculpture is being set into place at the gateway of the Los Angeles Memorial Coliseum.

Companies that were not housed by the OAF were given the opportunity to obtain rooms at one of the three hotels under contract with the Festival. Financially, each company had the option of paying for its accommodations by 1 March or renegotiating its contract to deduct the cost of housing from its fee and having the OAF pay the hotel.

Each hotel incorporated several rooming list deadlines as part of the terms in the contracts negotiated with the OAF. An updated count of type and number of rooms being held for each company was due by December 1983 and an actual room assignment list, showing the names of the company personnel, was due by 1 April 1984.

Due to the early deadlines, several companies inflated their projected rooming list to protect themselves and, as a result, the initial list given to the hotel was larger than the actual room usage. Much administrative work could have been avoided if these accommodation requirement lists could have been turned in closer to the actual company arrival date.

OAF venue managers were assigned to each of the three hotels with the following responsibilities:

- Supervising arrival and departure of artistic guests, including the baggage voucher system, coordination of rooming lists with the hotel and overseeing check-out and payment of incidental expenses
- The set-up and dismantling of the OAF hospitality room, coordinating volunteers and monitoring the telephone
- Maintaining an ongoing relationship with the hotel staff
- Assisting co-producers with artist hospitality

An LAOOC financial control manager monitored each company daily and reconciled incidental expenses with the company manager the day before departure.

The Festival accommodations operation was a very workable system. It provided housing that was affordable for the LAOOC while being convenient and pleasant for the visiting companies.

25.04.2 **Material acquisition and handling** **Architecture and construction**

The Olympic Arts Festival construction needs were limited although highly specialized. After investigating the cost-effectiveness of using the resources supplied by the LAOOC Architecture and Construction Department, it was determined that OAF would subcontract any building needs.

With the exception of Television Center Studio 9, the Festival used existing facilities that did not require any physical renovation. A theatrical construction crew was hired to prepare Studio 9 as a theatre space appropriate to the technical requirements of the three theatre companies presented.

Festive Federalism

Festive Federalism was a graphic design scheme utilized to identify all OAF performance and exhibition sites. The strategy was to unify all Festival venues by employing similar yet different design elements from those used to identify the Games sites. This served to underscore the unity of the 1984 Olympic Games, both in athletics and arts.

The LAOOC's graphic designers developed preliminary plans which OAF management and site managers/owner-operators reviewed and modified. The plans had to meet the following design constraints:

- Be congruent with the existing architecture and landscaping of the OAF venues
- Be in keeping with Olympic design scheme
- Be affixed in such a manner as to make it difficult to vandalize or remove
- Be within the limited material and design budget and yet be applicable to all 48 sites

The process of getting each venue to approve the Festival Federalism treatment of the building or site was laborious and entailed a presentation of the proposed design renderings, a discussion of possible changes in the proposed design, an assessment of the engineering of the attachments and then a letter-of-agreement between parties granting the LAOOC the right to decorate the venues. This procedure was followed in all 48 venues and took more than four months to negotiate.

A kit of parts was developed which consisted of two-dimensional nylon kite-like structures in the shape of stars, circles and squares (elements of Festive Federalism), which could be attached to the face of buildings like signs, and eight-foot freestanding three-dimensional stars. All elements were fabricated and painted in Festive Federalism colors.

The installation schedule was planned in conjunction with the Architecture/Construction Department and the Festival look began appearing gradually throughout the city two weeks prior to the opening of each venue and was staggered throughout the ten weeks of the Festival.

Interior decorations were designed to augment the exterior treatment as well as to be incorporated into the existing layout of the lobby and foyers.

The LAOOC accepted the responsibility for the security of the decorations and insured each venue on a comprehensive general liability policy pertinent to the decorations. Elements of the decor that were damaged or destroyed by weather or vandalism were replaced on an ongoing basis during the Festival. The removal of decorations was done immediately following the completion of the Festival and the Look items were either donated to the specific venue or stored for later sale by the LAOOC.

Material logistics

The LAOOC Material Logistics Department had several functions: storage, moving goods locally, identifying resources and obtaining bids and requisitions. The system was designed for mass buying, advance purchases and storage before delivery.

The Olympic Arts Festival needs differed from those of the Games. Basically the Festival needed local freight movement, some storage, supplies for the field offices and an ability to make short-notice purchases.

The Material Logistics Department was not equipped to handle OAF's smaller, specialized moves, nor did it have sufficient personnel to meet the Festival's needs as the Games approached.

Therefore, the Finance Department established three methods for making necessary on-the-spot purchases:

- Petty cash distributed as needed to technical directors and line-producers for purchases under \$250
- Open accounts with various suppliers
- Pre-signed \$1,000 checks in the control of the venue accountants for emergencies

Goods purchased for the OAF venues were taken from suppliers directly to OAF venues.

For the Festival, the Material Logistics Department assisted in bidding, renting and supplying field offices where the purchase was large and could be made in advance or where the need was shared by another LAOOC department.

Freight

With regard to the responsibility for payment of freight transportation, the OAF contracted differently with each performing arts company.

Some contracts called for OAF to pay for expenses incurred by moving freight. In these cases F.B. Vandegrift, the LAOOC's official custom house broker, acted in the interest of the Festival to facilitate movement and customs brokering.

The companies which were responsible for their own freight expenses were urged to use Vandegrift but were not obligated to do so.

Additionally, Vandegrift was subcontracted to handle all local trucking movements in order to centralize the transportation efforts.

The OAF technical director at each venue communicated directly with each company and Vandegrift to coordinate all arrivals and departures of freight.

25.04.3 **Press and publicity support** **Pre-Festival planning**

A set of primary goals for the Olympic Arts Festival Press Operations Department was established early in the Festival planning stages. They served as organizational guidelines and as a foundation for the ongoing process of publicizing the Festival. The initial goals of the OAF Press Operations Department were:

- To create an awareness of the Festival, its objectives, premise and relation to the Games
- To sell tickets to the entire Festival through the editorial sections of the print and electronic media
- To sell tickets to specific programs
- To create and sustain an excitement about the Festival, encouraging participation by the Los Angeles community and interest within the LAOOC

As the Festival approached, additional goals were established focusing on the invitation to the international press and the preparation of Festival press centers.

Once the Festival began, it was the department's intent to furnish information on a timely basis about the individual companies and artists, as well as continuing to serve as an information center to the journalists from nearly 300 international publications.

The OAF Public Relations/Press Operations Department began operation in November 1982 with a part-time public relations manager. Seven months later the position was upgraded to full-time.

From January 1983 through January 1984 three separate press kits were compiled and distributed to national, state and local media. Each contained Festival background information, OAF personnel biographies and continual updates and profiles of the companies participating in the Festival. A performing arts telemarketing and marketing consultant was hired to assist in the promotional program, specifically along national lines.

In January 1984, a press conference was held to disseminate information regarding ticketing. At the same time advertising appeared in the local newspapers for direct mail ticket sales available through 1 May. The total circulation impact of 2,600,000 was reached through eight of the largest local newspapers.



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22 Ernie Barnes, middle, the Sports Artist of the Olympic Games, displays his series of sport posters.

In addition, the OAF director visited with editors from the major newspapers and national magazines.

A total of 682,500 ticket order brochures were mailed to subscriber lists generated from local arts groups. The OAF used the official Olympic bank to passively distribute 293,400 more brochures throughout California.

In January 1983, the 15 Fine Arts Posters were unveiled at the Los Angeles Municipal Art Gallery, the first tangible evidence of the Festival.

In March 1984, the department mailed 500 invitations for accreditation to the press throughout the world. It was the contention of the Festival organizers that in order to have the widest possible circulation nearly every publication would be accredited regardless of size or obscurity. Also in March, staff members began locating Festival press offices.

When mail order ticket sales closed on 1 May, TicketMaster began carrying multi-faceted promotional advertising. Calendar listings and breakout display ads under the combined TicketMaster and OAF logo were carried in Southern California publications, along with radio and television spots.

Site selection, staffing, equipment

The initial press office plan called for four locations—downtown, UCLA, Pasadena and the Los Angeles County Art Museum. The museum location would have served many of the Los Angeles theatres, plus the exhibition sites in that general vicinity. Although the County Art Museum agreed to provide the space, it became problematic because of the necessity of hiring additional staff.

The Westin Bonaventure Hotel was selected as the downtown site, since most of the theatre companies were staying there and the OAF located its theatre production office there.

Additionally, it was accessible to two of the primary Los Angeles print media outlets—*The Times* and *Herald Examiner*.

The satellite theatre press office was located at UCLA's Royce Hall, while the dance press office was located next door to the dance production office at the Pasadena Holiday Inn.

The most efficient site was the Bonaventure in terms of size and layout, but it was underutilized by the press because of its location. The lack of short-term, low-cost parking contributed greatly to the lack of usage. Originally, the Bonaventure was to serve as a regular press conference area, but this plan was changed because of the parking situation. Conferences were moved to the venue sites.

After the site selections, the staff needs for each of the three offices were identified and an overall organizational chart was prepared. There were approximately 20 permanent paid staff plus volunteers. In retrospect, a minimum of one more paid staff member at each location would have helped.

The Bonaventure office had working spaces and typewriters for 24 members of the media, and six charge-a-call telephones and two telecopiers were installed. The interview area seated 32, while the lounge area had a capacity of 16. UCLA's Royce Hall provided space for 20 working media and was equipped with five charge-a-call telephones and one telecopier. Pasadena supported eight working media with three telephones and one telecopier. All three offices were equipped with copy machines.

All the press centers had too few telephones. There was a shortage of actual telephone lines for staff operational use and lines had restrictions on long-distance dialing. It was not until after the telephones were installed and shown to be inadequate that new telephones were ordered.

Equipping the OAF press centers came under the responsibility of the LAOOC Press Operations Department, which was not sufficiently versed in Festival production to understand its specific and sometimes unique needs. A more open line of communication between the two departments, both in the early planning stages and during Festival operations, would have enabled both groups to function more effectively.

Festival operations

The Bonaventure press office opened 28 May for press accreditation and dissemination of materials. A press kit, press operations media guide, Los Angeles visitor's guide, a briefcase and an Arts Festival pin were distributed. All other offices became operational within the same time period.

Once the Festival officially opened on 1 June, the staff at each of the three press offices was dedicated to serving the press covering the Festival.

The Bonaventure, functioning as the main office, served as a clearing house for general and specific Festival information. It supplied information about company photo calls, acted as a repository for photographs, generated press conference information or press releases and allocated press tickets.

The satellite offices fulfilled many of the same functions. In addition to distributing press tickets, these offices were usually the first contact for journalists who had specific questions or requests concerning companies or performances within the office's jurisdiction.

The press offices were open an average of 12 hours daily which was consistent with company rehearsals and performances. For example, on opening nights of performances, the applicable office stayed open one hour after the completion of the performance to service those journalists filing stories.

The three press centers hosted approximately 2,000 print and electronic journalists from 300 worldwide publications during the ten weeks. In that period, more than 1,000 press kits were prepared and distributed, along with 110 press releases and thousands of black and white and color photographs. Ten press conferences were arranged, as well as 60 separate photo calls.

Information was supplied for a daily calendar of events which was broadcast on two Los Angeles radio stations, and OAF prepared schedules were published on a daily or weekly basis in major Southern California newspapers.

There was extensive international television coverage with production crews from Mexico, France (two), Germany, Italy, Spain, Korea (two), Australia, Japan, Austria, and Canada. Korea broadcast material by satellite on a daily basis. France produced at least one 45-minute documentary plus news footage, and Austria produced a major documentary.

Press tickets

Press ticket allocation was the most cumbersome and unwieldy aspect of the Festival. A lack of early information made it impossible to anticipate press ticket needs. Information was requested on the accreditation form, but the request was vague and a large number of media did not respond. Additionally, for those who did respond, it was difficult to select dates so far in advance and many requests were either incorrect or changed by the time the Festival began.

No confirmation procedures had been established for press arrivals and many press members who had been allocated tickets were not aware of their allocation and did not show at the performances. Conversely, press members whose requests were denied due to space limitations and were not informed unknowingly came to the performance expecting a ticket. The press office did not have the staff manpower to call and confirm ticket allocations with each member of the media.

Ultimately, a procedure was established whereby journalists called each Monday to confirm their seats.

Originally, tickets were to be distributed at the weekly press briefings at the Bonaventure. When these briefings were relocated to the venue sites, it was decided to distribute the tickets at the box office of the applicable performances. For the first three weeks of the Festival ticket allotments were not available for distribution until the date of the performance. This meant press tickets had to be filled quickly, lists typed and runners dispatched to deliver them to the appropriate press offices. After three weeks of working under this "hurry-up" system, a weekly allotment was arranged.

Additionally, each journalist was given a program chit to exchange for a performance program.

Interaction with performing companies

The press department worked with three different types of organizations. The first was the visiting company for whom OAF press officers handled all interviews and photo calls; the second was the company that had its own press person assisting OAF accredited press in interviews and photo calls; and the third was the self-contained organization, primarily those residing in Los Angeles, that wanted to do everything for itself.

OAF press operations found that the less involved it was with an organization, the more tentative its association with the Festival and the less control OAF had in the press/publicity operation.

Many of the major companies were less professional than anticipated and problems often arose that reflected poorly on the OAF press staff. There were difficulties coordinating

interviews and press releases with some companies that provided exclusive service to their own constituencies at the expense of the overall media effort. The OAF press staff had to redirect the outside members of the press to these organizations for assistance.

Interaction with other LAOOC departments

The OAF Press Department interfaced with the LAOOC Press Operations Department in preparation for the Festival period and during it. LAOOC press operations handled the logistics of writing, mailing and tabulating all press accreditation applications. One of its staff was at the Bonaventure for the initial four weeks to issue the accreditation badges. This department was also responsible for physically setting up the press rooms, ordering and paying for the equipment and office supplies. The OAF media handbook was written and printed by the Press Operations Department.

The USC and UCLA Village staff coordinated access to the villages for OAF photographers and the LAOOC Design Department conceived the designs of the press kits and the press release paper.

In retrospect, the overall function of the Festival's Press Operations Department was never clearly defined—hindering its ability to function effectively and meet its prescribed goals.

25.04.4 Protocol

The job of the OAF Protocol Department was to provide hospitality to all participants of the Festival. Festival organizers believed that every participant should receive special attention and be made to feel welcome and appreciated.

To this end, the OAF Protocol Department arranged opening night cast parties for each company, assembled gift bags for every artist and established a hospitality center where artists and staff could meet and visit daily. Additionally, several large special event functions were planned to honor visiting dignitaries, premiere performances and acknowledge the brotherhood of the Festival staff.

The final function of the Protocol Department was to establish and maintain a master calendar designed to avoid schedule conflicts and to inform the OAF senior management which social functions they were required to attend. On several occasions the leadership of the Festival was required to make appearances at as many as three events in one evening.

Upon reflection, if an increase in any area of the budget were possible, the Festival organizers would have allocated more for protocol; specifically, artists' gifts. Each visiting company brought special souvenirs from its country to give Festival personnel, from the co-producers to the backstage crews. This was not taken into account by the OAF in the original gift planning and, in keeping with the desire to make the Festival a special occasion, additional special tokens from the Festival would have been highly appropriate.

Cast parties

The OAF Protocol Department planned a social event for every company that participated in the Festival.

These were in the form of cast parties held in private homes and underwritten by the respective host or hostess. Menus were simple, light buffet dinners, served with wine and mineral water. Many companies were large and homes with expansive gardens where guests could dine outdoors proved to be very successful. Each host and hostess was presented thank you gifts of tickets to the opening night performance, flower bouquets and certificates of appreciation.

Forty-two opening night cast parties were hosted for the theatre companies, 16 of which were in private homes, one was in a local restaurant and four were hosted by consulates.

Sixteen cast parties were held in private homes for the dance companies and seven for chamber music—two in private homes, five in the restaurant of the New Otani Hotel. These hotel parties were for very small groups of people.

The dance co-producer assisted protocol with cast parties as those events were underwritten by various sponsors.

All museum and gallery exhibitions were organized by local arts institutions which included the opening night receptions and parties.

The cast parties proved to be very successful, serving as a link between the people of the community and the visiting artists. They also honored the performers and gave them the opportunity to visit an American home.

Variety Arts Club

The Variety Arts Club located in downtown Los Angeles was established as a meeting place where artists, press and the general public could assemble in an informal manner. The club management, working with OAF protocol, agreed to extend its operational hours until 0200, accepted redeemable chits in exchange for alcoholic and non-alcoholic beverages, served supper and provided additional entertainment.

The club proved to be a comfortable open house, although it was used less than anticipated due to busy schedules. On the whole, it was used more by performing artists who enjoyed its ambiance. On occasion, requests were made for recommendations to discos and other supper clubs.

Artists' giftbags

More than 3,800 artists were given gift bags upon arrival at their designated hotels. The bags included a canvas tote bag silkscreened with the OAF logo, a Festival souvenir book, an artist's guide to the Festival and Los Angeles, an OAF pin, an LA84 button and an invitation to the Variety Arts Club with two free drink chits attached.

Social events

In addition to the cast parties the OAF Protocol Department planned several major social events to enable staff, honored guests and the public the opportunity to be a part of the atmosphere of festivity and celebration.

- Pre-Festival theatre kick-off: held on 20 May, the purpose of this party was to bring together staff from all the performing arts venues, giving the co-producing personnel and volunteers the chance to meet and develop a spirit of camaraderie before the work began. It was held at Television Center Studio 9, catered by a local restaurant and set up by the theatre staff.
- Robert Graham: Olympic Gateway Dedication: The 1 June unveiling of the Robert Graham sculpture was produced in cooperation with the Times-Mirror Company. Speeches were given by dignitaries representing the LAOOC, the OAF, the city of Los Angeles and the sculpture commission selection committee. VIP guests were invited to lunch on the Coliseum grounds.
- Surprise public reception celebrating the opening of the Olympic Arts Festival: audiences at the 1 June opening of Pina Bausch Wuppertaler Tanztheatre were the honored guests at this surprise reception that began immediately following the performance. Music, champagne and a 10-foot cake greeted everyone as they left the auditorium. Invited dignitaries participating in the cake cutting and festivities included the mayor of Los Angeles, the director of OAF, representatives of the LAOOC senior management and the dance co-producer. Following the public reception, the Pina Bausch Wuppertaler Tanztheatre company was given an opening night buffet supper at the Pasadena Civic Center. The party was set up for 100 guests including performers, technical crew, OAF staff and VIP guests.
- Princess Anne Luncheon: the Princess Anne luncheon was held on 8 July in the garden of a Los Angeles private home. The Princess was in California to commemorate the performance of the Royal Opera of Covent Garden at the Arts Festival. All LAOOC and OAF senior management was in attendance and presented Princess Anne with a gift of official Olympic Fine Arts Posters signed by the artists.

Olympic Arts Festival

- Milva Performance and Champagne Reception at the Japan America Theatre: scheduled on 8 July, this was an evening to say thank you to the many people who assisted the OAF staff in putting the Festival together. Guests were invited to a private performance by Milva Biolcati, followed by a champagne reception at the Variety Arts Center.
- Theatre strike party: the theatre component of the Festival closed on 22 July and the strike party was both a farewell to departing staff and an appreciation for a job well done. The picnic, attended by 350 staff and catered by an L.A. restaurant, was held at a park 15 miles outside Los Angeles.
- Closing Party: the closing party on 11 August was the only social occasion where the sole focus was the OAF staff, co-producers and others closely involved with the Festival. Held at the Variety Arts Club, the social meeting place for visiting artists, press and OAF staff, it had a special theme, "It's a Wrap", and everyone was given a bottle of wine with a specially designed OAF label as a gift of appreciation.

25.04.5 Support services

Arts organizations have a painful history of having resources pulled away at the last moment. Hence, they take a self-reliant posture as protection.

Many LAOOC departments perceived the Festival as having no needs or fewer needs than the Games, and therefore, had not included OAF in their planning or budgets. These perceptions delayed OAF's logistical progress considerably, and correspondingly, the Festival devised its own systems to solidify committed resources.

Accreditation

Whereas Games accreditation was a complicated system designed to protect the athletes, the system for the Olympic Arts Festival was simple and required only staff and artist identification. Accordingly, OAF planned a generic identification badge designed for venue access with the ability to convert to a security system, if necessary.

There were two access classifications:

- Front-of-house for existing staff and ushers
- Backstage for crew, artists and OAF staff

Visitors and 24-hour work crews were given a one-day stick-on badge.

Once the Festival became operational it was apparent that the badging system was not sufficient for backstage access and entry to performances.

Too many people backstage hindered production and created a theft problem at several venues. Access was restricted to specific areas by applying a stick-on color dot to the badge.

With performance entry, OAF had not anticipated the flood of artists who wanted to see other companies' performances, in addition to Festival staff wishing to view the productions. A policy was formulated allowing participants and staff to present their identification badge at the box office ten minutes before a performance and receive remaining tickets on a first-come, first-served basis.

Food services

The Arts Festival was operational six weeks before the LAOOC Food Services Department began purchasing and producing box lunches for all Games staff. Therefore, box lunches were not available at OAF venues. In lieu of the prepackaged meals, venue managers were allocated funds to purchase food items as deemed appropriate for each location.

Health services

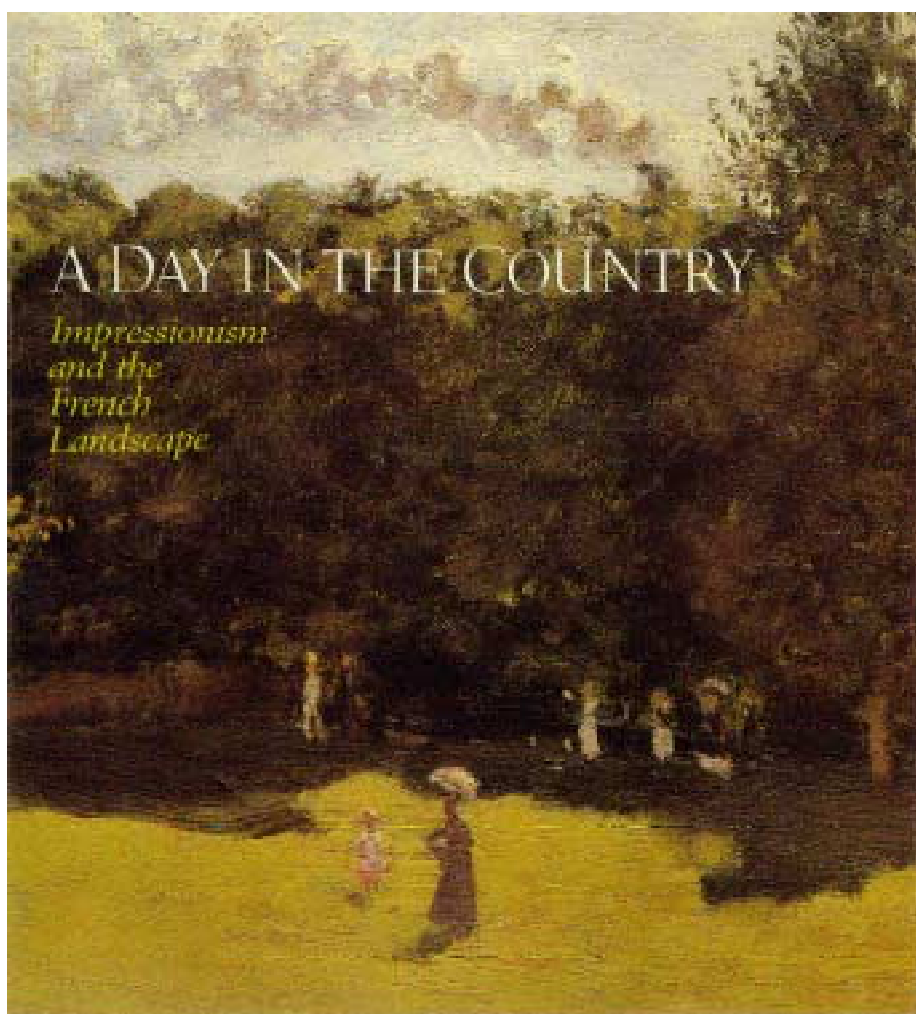
The objective of OAF management and the Health Services Department of the LAOOC was to develop and implement a program which would provide medical attention to all Festival participants and spectators. Festival participants were defined as company members, venue staff and management or co-producer personnel who worked at any arts venue or field office. Performance sites were divided into three categories based on projected attendance:

- The small venues, 100 or less, were supplied with a first-aid kit and written emergency instructions for use by the house manager.
- The intermediate venues, 100-4,999, were staffed by a physician to render on-the-scene care.
- At the large venues, 5,000 or more, medical aid stations were provided in a manner comparable to that at an Olympic Games venue.

Physicians were drawn from an existing pool of volunteers who would also assist at the Games. Each volunteer had a two-week block assignment as the overall OAF Chief Medical Officer (CMO), during which he was available by telephone on a 24-hour basis. The CMO made arrangements with appropriate local physicians for further medical attention, when necessary.

All OAF staff directly involved at any venue attended a Red Cross cardiopulmonary resuscitation (CPR) and emergency first-aid class to prepare for possible on-site problems.

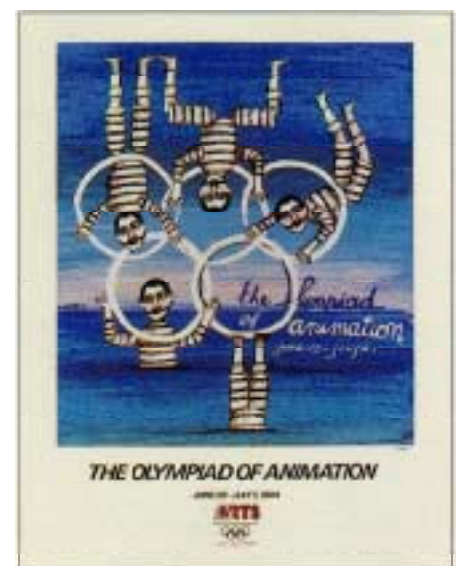
23 Extensive literature documents the individual performances, presentations and exhibits which make up the Olympic Arts Festival.



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Two hospitals located close to the major hotels were established as primary care units for the Festival. Medical situations arising at the UCLA venue during the day were transported to the campus medical center. All medical concerns occurring in the hotel were channeled through the hotel venue manager who in turn contacted the CMO.

The program was a simple, yet comprehensive medical assistance plan and was utilized by an average of five companies daily.

Insurance

The goal of the LAOOC was to provide a comprehensive insurance program covering all people and property involved with the Arts Festival.

All performing arts companies were urged to carry their own personal medical and general liability insurance. Additionally, the LAOOC health plan was offered to all companies at a cost of \$30 per person for the duration of their stay at the Festival. However, the LAOOC carried its own insurance coverage to avoid possible complications with non-covered companies.

Upon arrival in Los Angeles, each company submitted a complete company and property list. This list was put on record with the LAOOC Insurance Department. All claims were reviewed and verified by venue management before being submitted to the LAOOC.

Five claims were made against the LAOOC policy-one property and four personal injury. The property claim involved damaged lighting at one of the theatre sites, and the personal injury claims ranged from an actress injured by part of the stage, an audience member tripping on stairs at a performance and a person breaking an ankle at an outdoor OAF venue.

Language services

To facilitate communication between OAF management, Staff, performers and crew, it was necessary to supply a sufficient number of qualified interpreters to assist at all Festival-related events.

A language services coordinator was assigned to the Olympic Arts Festival staff by the LAOOC Language Services Department. The responsibilities of the coordinator included organizing and scheduling the language services volunteer staff and working with the project and logistical managers for theatre, dance and music to establish a comprehensive plan. Headquarters for the coordinator was the theatre production office at the Bonaventure.

The plan called for 48 volunteer interpreters, fluent in nine languages, and a contingency staff of 10 to 15 alternates. The staff consisted of 10 Italian interpreters, nine French, seven

Spanish, five Greek, five Japanese, three Polish, three Chinese, three Portuguese and three Korean. All were tested and trained through the LAOOC Language Services Department.

The theatre component required the largest number of interpreters. It was the most international in flavor and the companies, for the most part, were large in number. Additional demands were made on the staff by the overlapping of production schedules.

The co-producer for dance hired one person whose only responsibility was to oversee dance language needs. This person began in May and spoke five languages fluently. Additional dance interpreters were supplied as needed.

LAX operations

OAF established a straightforward Los Angeles International Airport (LAX) entry procedure that was an off-shoot of the system designed by the LAOOC. Although the LAX in-processing procedure for the Games included accrediting athletes as they arrived, this was not necessary for Arts Festival participants. For the Festival, LAX operations consisted of meeting each plane, expediting baggage claims, loading all company members on a bus and transporting them to their respective hotels.

The original staffing plan called for an OAF coordinator, the LAX volunteer manager and the line producer or assistant producer, plus volunteers, to meet the planes. Once the Festival was operational, this was modified to one OAF staff member and several trained volunteers.

Security

The LAOOC/OAF defined the following situations as needing special security attention: large crowd performances, all opening nights, special performances with dignitaries (the Pre-Opening Gala and performances of the Royal Opera) and valuable property such as the philatelic exhibition.

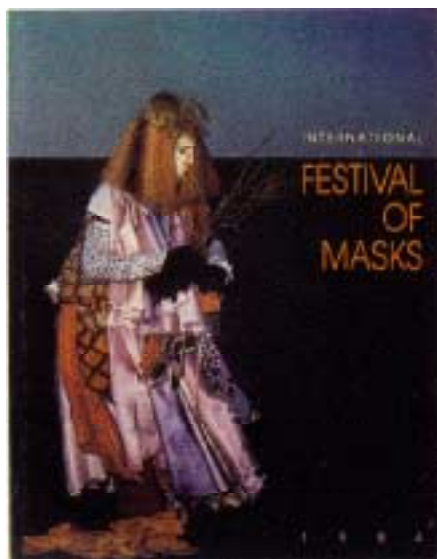
Two types of security were organized. First, professional guards in uniform provided a security presence for crowd control and served as armed guards for the box office; and second, non-professionals responsible for backstage access, property protection and 24-hour coverage at specific locations.

During the first weeks of operation, the OAF experienced problems with petty theft, guards who did not appear for work and delays in making schedule changes because the LAOOC Security Department had to be notified before action was taken.

Ultimately, the OAF assigned a security coordinator to supervise the security plan at each theatre venue and obtained permission from LAOOC Security to make direct contact with the security subcontractor in dealing with schedule changes, additions or problems.



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24 OAF banners and Sankaijuku dancers hang from the Dorothy Chandler Pavilion.

25 OAF performances showcase the entire spectrum of man's artistic expression, from ancient times to modern.



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Spectator services

The LAOOC Spectator Services Department recommended that the OAF use the same concessionaire as the Games because of the concessionaire experience and convenience of overall LAOOC supervision. The concessionaire had no previous experience with arts event sales and treated OAF basically as a step-child in terms of commitment to the program, but did assign a staff person as the OAF liaison. Although contract and product line were late in developing, the OAF activity level, through LAOOC urging, improved.

The concessions program consisted of three main areas: novelty sales, food and beverage and programs. Most venues, with the notable exception of Television Center Studio 9, were responsible for provision and service of refreshments with OAF taking no share of sales revenue. Refreshments were limited primarily to beverage service.

At the 11 venues where OAF was responsible for the productions, the program and novelty sales also fell within its jurisdiction. At venues where an existing arts organization was presenting its own production, at mini-festivals, and at exhibitions, the presenting organization arranged directly with the contracted concessionaire to take merchandise on a cost - plus or consignment basis, or not at all.

After researching the types of items that sold well within various established arts organizations, the OAF chose a limited product line. The OAF management also wished to de-emphasize the commercial element of the Festival. The items chosen were a generic T-shirt and tote bag, the 15 Fine Arts posters, a souvenir book and a cloisonne pin of the OAF logo.

A merchandise policy was formulated and sent to all organizations participating in the Festival. This policy consisted of limitations on the use of the OAF logo on merchandise, sales of performing company merchandise, including importation formula and the sale of OAF merchandise at particular venues. OAF was responsible for the design of all OAF products while the concessionaire was responsible for the production and sale of the products and the sale of the visiting company product when the company had made the appropriate arrangements.

OAF organizers contracted with the Performing Arts Network to produce the Festival concert program and later contracted with same to sell programs at sites where there were no pre-existing vending arrangements.

Technology

Technology was vital for the OAF operation in several areas. It provided a communications link between co-producers in the field and the OAF/LAOC management. It made possible the frequent production of large amounts of documents before and during the Festival and it furnished computer programs to monitor the Festival budget.

A comprehensive request list was submitted to the LAOC Technology Department and several months were spent by Festival personnel convincing Technology the needs were valid.

Operationally, OAF utilized the following items:

- Seventy-four pagers (45 display, 29 tone)
- Nine car telephones for key staff
- Forty-five vehicle radios on one frequency
- One radio utilized as the transportation dispatch base
- Seven telecopiers
- Fifty-four telephone lines installed at twelve venues, varying from single line to lines/hold/rotary system
- Six word processors
- Four personal computers
- Seven photocopiers, ranging in capability, placed according to size of venue
- Two walkie-talkies loaned by the LAOC LAX operations group for the OAF's LAX system

Eight additional walkie-talkies were loaned by the Technology Department for three specific events, held on one day or over a weekend.

The use of this equipment within the Festival framework was extensive and invaluable. Technology resources were utilized to the fullest with emphasis on communications.

Uniforms

Rather than an official Look OAF uniform, the Festival opted for a dress code of a white shirt, dark (preferably navy) pants or skirt and an OAF identification badge with the Arts pin. This was the uniform for drivers, volunteers, ushers and house staff at venues that did not have its own uniform. The latter group also wore a magenta sash available through LAOC at no cost to OAF.

As planning evolved, OAF management provided hosts/hostesses and drivers a modified uniform of a polo-type shirt with the OAF logo.

Cost, time constraints and the fact that the theatre venues already had house staff uniforms were among the reasons the Festival did not feel any need to supply an official uniform.



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25.04.6 Ticketing

The Olympic Arts Festival ticketing system was a modified version of the computerized system designed to process Olympic sports tickets. The OAF was responsible for the artistic aspects of the Festival as well as for attendant business and logistical arrangements. The LAOC Ticketing Department was responsible for the ticketing to all Festival performances. This included processing mail orders, filling customer requests, processing refunds, printing and distributing tickets and operating box offices at all performance venues.

In January 1984, the Olympic Arts Festival organizers reviewed the Olympic sports ticketing system to determine necessary modifications and draft a timeline of their own to implement. The basic differences between the two systems were the number of price scales per event (six-OAF, four-sports), the size of the fields

allowed by the computer for company and venue names (OAF sizes were larger) and the exclusion of the six-digit event codes in the ticketing brochure.

Other components and considerations in the evolution of the OAF ticketing system were:

- A review of all OAF contracts to determine ticketing considerations
- Completion of the OAF lockbox and order processing arrangements with First Interstate Bank
- Visiting every performance venue and developing a seating manifest which listed the total number of seats available and exact locations

In mid-January 1984, the OAF ticket order brochure was printed and released to the general public. The following ticketing procedures were outlined:

- Orders were filled on a first-come, first-served basis, with the special ticket packages given priority handling until 1 March 1984. Orders were filled automatically with best available seating. If an order could not be filled in the section requested, it was filled with tickets in the next best available seating section.
- The LAOC reserved the right to limit the number of tickets per order to any event, but this limitation was never applied.

26 The OAF theatre offerings proved popular with Los Angeles audiences, even though many of the performances were given in a foreign language.

- Cancelled checks or the charge card statement served as proof that the order was received.
- Ticket confirmation and/or refund acknowledgement would be mailed in April.
- Tickets ordered through the brochure prior to 1 March would be mailed in May. Tickets ordered through the brochure after 1 March and before 1 May were processed but not assured priority handling. Orders postmarked after 1 May were returned.
- All sales were final with the exception of sold-out events and handling errors made by the LAOOC.
- Wheelchair accommodation needs were requested on the order form.
- Change of address had to be noted in writing to the OAF. If someone could not be located by 28 May at the address on the OAF records to accept the tickets or a refund, the tickets or refund would be donated to the LAOOC Amateur Athletics Foundation.

While customer ticket orders were being processed, the Ticketing Department worked with OAF management to set inventory allocations for the more than 350 performances in the following categories:

- General public
- Physically challenged
- Co-producers
- Complimentary (company and venue)
- Foreign consulates
- IOC, IF and NOC guests
- LAOOC board of directors
- LAOOC patrons
- LAOOC sponsors
- Press, radio and television
- Seat kills
- Households
- Contingency

Once these allocations were set, ticket orders were processed and a space was reserved in the computer system for each person purchasing a seat for each performance.

A customized seating plan was designed for each venue to determine exact seating locations for each performance. Once this plan was completed, seat assignments were made utilizing the spaces reserved. The software created for the computer system effectively assigned all seats on a weighted round-robin basis.

Ongoing sales reports were provided to OAF management, venues and co-producers as needed and financial reports were prepared to support contractual payments made.

OAF mail order sales stopped on 1 May 1984. An agreement was made with a local computerized ticket sales service to allow the sale of all the unsold inventory. Orders received after the 1 May date were returned to the sender with a letter advising them of sales at TicketMaster.

Ticket printing and distribution

Ticket printing and mailing commenced on 15 May 1984.

The OAF ticket printing procedure was the same as for the sports tickets. The LAOOC system for processing orders and producing tickets was a departure from the prevailing practice of producing hard tickets (pre-printed) with each individual order being filled by tedious and error-prone manual methods.

The new approach combined, for the first time, modern computer technology with the latest developments in printing technology. The resulting product was customized tickets printed for each order. The number of OAF tickets printed for the mail order system was 225,000.

Delivery of tickets was accomplished through the registered mail system of the U.S. Postal Service. Under registered mail procedures, delivery of mail is made to the designated person who must sign for receipt. If the letter carrier was unable to deliver, the process of notification and delivery was repeated. The Postal Service maintains a system for tracing mail that is reported lost and undeliverable. Undelivered tickets were returned within 15 days to the LAOOC and were then distributed through the Ticket Distribution Center.

Ticket orders that had a balance due were routed to the Ticket Distribution Center rather than being sent directly to the customer. In early July, after consulting with the LAOOC Legal Department, the unclaimed, unpaid tickets were inventoried, and a notice was sent to customers allowing them a week to pick up their order.

All tickets still left after this point were counted, reconciled and categorized either as "deadwood" (past the date of performance) or as available for resale. Reports were completed and, when appropriate, seats were turned over to TicketMaster or returned to OAF box offices for resale.

Seating for the physically challenged

The Olympic Arts Festival accommodated not only wheelchairs but also the sight and hearing impaired, amputees and individuals with mobility problems. Those requiring physically challenged seating arrangements noted their requirements on the space provided on the ticket acknowledgement form or notified customer service.

All requests for physically challenged seating were compiled and categorized. A work sheet was prepared for each performance, and system queries were done for each customer order identifying ticketed performances, price scales ordered and received and seat locations. Most disabled customers had tickets to several events, and seats befitting each individual's needs were assigned performance by performance after reviewing venue seating diagrams and contingency seat locations. Physically challenged customers were contacted by telephone in advance of each performance advising them to call at the box office at the event to exchange their hard tickets for a special seating assignment. Approximately 250 orders requested physically challenged services.

Refunds

Refunds were given to customers who did not receive the tickets they requested due to sellouts or who received incorrect tickets because of LAOOC coding or data entry errors. When an LAOOC error was determined, the Ticket Distribution Center was authorized to take the ticket back, make a financial adjustment, reconcile the inventory and give TicketMaster the returned tickets for resale.

Box office operations

General planning of OAF box office operations began in early May 1984. Policies and procedures included:

- Standard practices of no refunds or exchanges
- No personal checks
- Release times for special inventory categories
- No release of special inventory tickets without payment or cost allocation arrangements

Meetings were scheduled between the manager of venue operations and the performance site box office treasurers. The purpose of these meetings was to incorporate LAOOC ticketing requirements into the normal day-to-day operations.

Box offices were created at three venues with no existing facility and were staffed by OAF personnel:

- Beverly Hills High School
- Television Center/Studio 9
- Veterans Memorial Park in Sylmar

Box offices for the Royal Opera and concerts at the Hollywood Bowl were managed and staffed by the Los Angeles Philharmonic Orchestra Association. The OAF's primary concern at these venues was to insure that the disabled customers received the proper ticket exchanges at the box office.

With the exception of the L.A. Theatre Works, all the Los Angeles theatres controlled their own ticket inventories and the OAF had no involvement in the box office operations.

Special inventory tickets

Special inventory tickets included: LAOOC-held seats (house holds), complimentary tickets for the artists and theatres, press seats and contingency seats. A special inventory coordinator was hired in early June whose responsibilities included the sale and distribution of this group of tickets.

Artist complimentary tickets were given to the line-producer 48 hours prior to the company's first performance. Theatre complimentary tickets (JAT and Pasadena) were delivered prior to the Festival's opening. Press allocations were prepared on a weekly basis for the public relations manager. A system was developed with the OAF press department to turn back any unused seats to the box office on the night of the performance.

Day-of-performance ticketing procedures

TicketMaster closed ticket sales for that day's performances by 1600 hours and LAOOC personnel verified TicketMaster counts. The unsold spaces were converted to printed tickets and delivered to the on-site box offices for walk-up sale.

Each venue received a box office kit for every performance consisting of: TicketMaster audit reports, ticketing adjustments, master inventory report, house seat sales, disabled seating requirements, box office statements, cash turn-in sheets and the consignment form for any unused special category seats released for public sale. Final statements were prepared by a ticketing representative and verified by finance.

Box offices usually opened at 1800 hours and remained open one-half hour after curtain time (usually 2030 hours). Box offices were responsible for sales, will call, lost tickets and "never received" tickets, disabled seating

OAF ticket sales by performance category

	LAOOC capacity*	Tickets sold	Complimentary tickets	Gross revenues
Dance	137,550	99,893	8,054	\$1,396,153
Theatre	123,745	93,001	7,733	\$1,582,901
Music	47,494	38,866	2,304	\$1,218,695
	308,789	231,760	18,091	\$4,197,749

*Capacity after unsold tickets were returned to the Los Angeles theatres, the Hollywood Bowl, and for the performances of the Royal Opera.

shifts and general information about the OAF as a whole. For lost or stolen tickets, seat locations were verified, and a replacement ticket was issued to the customer.

OAF ticketing personnel accomplished a very large task in a very small time period. Operational planning should have begun several months earlier and several areas in the system could have used streamlining: the customization of seat plans for each performance required a tremendous use of human and machine resources; the omission of event codes in the ticket brochure increased human handling of each order by 200 percent; the ticket brochure should have included not only the fine print terms and conditions, but also advice on order completion and warnings of possibilities of split seats, scheduling conflicts and price scaling.

OAF had the opportunity of using the experience gained by sports in the area of space reservation and ticket acknowledgement forms to improve the Festival operations. Starting with seat assignment through ticket printing, however, the Olympic Arts Festival led the way and its experiences helped sports through the procedures.

25.04.7

Transportation

External travel arrangements

By contract, the Festival was responsible for making travel arrangements for five theatre companies, seven dance companies, five chamber music ensembles, eight photographers and seven philatelic exhibition participants.

The OAF Logistics Department worked with the co-producers and LAOOC Travel Department, booking airline tickets several months in advance to obtain the best fares and to guarantee space.

Actual tickets were issued four to six weeks ahead of the travel date, insured and sent by courier or diplomatic pouch to the company or individual artist. Once the ticket was issued, any changes or extensions were the responsibility of the company or artist.

In a few cases where contracts were still in the process of being negotiated, the travel needs were projected and booked to guarantee rates and seats. The projections were 90 percent correct.

Number of performances ticketed by the LAOOC

Dance	60
Theatre	281
Music	33
Total	374
Orders received:	23,864

OAF mail order ticket processing flow

Month	Number received	Percentage
January	1,647	6.9
February	13,769	57.7
March	3,842	16.1
April	2,601	10.9
May	2,005	8.4
Total	23,864	100.0

Average mail order: \$248.00

Ticket packages: 822 mail order purchasers opted for one of the four ticket packages yielding priority processing

The only difficulty was operating around a sponsoring airline, limiting the flexibility of scheduling. A non-stop flight was the most convenient route for the foreign companies, but use of the official Olympic airline mandated a plane change in New York. In one case, the Polish company, Cricot 2, after landing in New York, was delayed 24 hours due to weather. The OAF was financially responsible for the overnight stay of the entire cast and crew.



27

Local transportation

The contractual agreements between the OAF and the international and national dance, theatre and music companies stipulated that the LAOOC would provide reasonable transportation in and around the Los Angeles area for each company.

It was not possible to determine the exact day-to-day travel requirements of the companies. Therefore, a transportation system of maximum flexibility was designed. Vehicles and drivers were assigned to companies, rather than scheduling routes and departure times between points.

Internal transportation was broken down into three categories:

- Round-trip transportation from LAX to the hotels
- Round-trip transportation from the hotels to cast parties
- Transportation from the hotels to other OAF venues for rehearsal and performance activities

The LAOOC Transportation Department assigned a transportation director to the OAF in April 1984. The director was responsible for creating and implementing a 24-hour Festival transportation system which included number and type of vehicles for the fleet and hiring, through Festival Staffing, one assistant, three dispatchers and 80 drivers.

27 Each OAF venue is decorated with the unique Look utilizing colorful banners and sonotubes.

Olympic Arts Festival

While the Festival was operational, the transportation director worked from the theatre operations office at the Bonaventure and from the dispatch center located in a trailer across the street from the Los Angeles County Music Center.

The assistant, the dispatchers and drivers were hired in May and were recruited predominantly from the performing arts community, including students and fellow artists.

Dispatchers worked a day shift, 0600 to 1530 hours, and a night shift, 1500 to 0030 hours, five days a week. The third relief dispatcher worked four days, taking two of the day shifts and two night shifts.

All drivers were required to have a valid California driver's license, a familiarity with OAF venues and the area of Los Angeles and the willingness to work within a flexible schedule. Within the group of 80 drivers, there were approximately 10 different language capabilities, which proved beneficial.

Original transportation plans called for vans and drivers to be permanently assigned to each group throughout the duration of their stay. The assignment of vehicles worked, while the permanent driver assignments did not. A second part of the original plan was to give drivers a work schedule one week in advance. With the company schedules changing continually, driver shifting was necessary to fill shortages and to spread the assignments as fairly as possible when work was slow. With the continual schedule changes, drivers usually did not have more than 12 hours advance notice and often had less.

A possible solution to the last-minute schedule change dilemma would have been the formation of a motorpool similar to that used during the Games. Drivers would have been on call in a central location to drive, if needed. The disadvantages in this system were: the lack of a physical location for a driver lounge at the OAF dispatch center, the unnecessary expense of paying drivers

who were not working, the need for more supervisors and the long periods of inactivity as there were no short runs similar to those during Games transportation.

The base of dispatch operations was a 26-foot mobile home located in a parking lot across the street from the Music Center. The area was surrounded by a chain link fence guarded by a camera monitoring system inside the Music Center. An LAOOC security guard was on duty from 2300 to 0600 hours daily for both vehicle and personnel protection.

The mobile home contained a base radio unit, one single telephone line with call-waiting indicator, a photo copying machine, some benches and a restroom.

The vehicle inventory ranged from 25 to 44 vans and station wagons, depending on the number of companies in town. Two-way radios were installed in 29 vehicles, including five station wagons.

Additionally, each theatre venue was assigned a cargo van and maintained a 20-foot truck for equipment pick-up.

The dispatch center was shut down 24 July when the theatre portion of the program was completed. The assistant transportation director, one dispatcher and five drivers were based out of the dance operations office in Pasadena for the remainder of the Festival. The transportation director continued to monitor the Festival operation, but was given auxiliary duties with Games transportation.

Despite continual schedule changes that required daily adjustments, all venues and field offices made an effort to keep the dispatch center as up-to-date as possible. This policy enabled the transportation personnel to respond quickly and efficiently to all areas of need.

26

Olympic Family Services

26.01 Concept and scope

The Organizing Committee's Olympic Family Services (OFS) program was designed to coordinate the presence of the Organizing Committee at all international gatherings and to prepare a warm and hospitable welcome to Southern California for all visiting members of the Olympic Family.

These basic functions were performed with great care and strict adherence to International Olympic Committee (IOC) protocol throughout the existence of the Organizing Committee. Protocol, as a common base by which all Olympic business is conducted, is an essential element of the international Olympic movement.

Among the responsibilities of the Protocol Department, the LAOOC's entity in charge of providing Olympic Family services, were the following:

- Administering to the needs of the IOC and its members
- Planning and execution of the 88th Session of the IOC
- Welcoming members of the Olympic Family arriving at Los Angeles International Airport for the Games, helping them through customs and immigration and arranging special transportation to the Biltmore Hotel for accreditation
- Producing and conducting a guest program to entertain the wives, husbands, children and guests of IOC members and NOC and International Sports Federations (IFs) presidents and secretaries-general during delegation visits and the Games

- Developing and managing the host-hostess program to administer to IOC members and presidents and secretaries-general of IFs and NOCs
- Hosting and caring for visiting missions and National Olympic Committee (NOC) delegations
- Fulfilling requests from visiting Organizing Committee delegations from Calgary and Seoul and delegations representing bid cities for future Games
- Providing overall administration and security at the Biltmore Hotel
- Utilizing calligraphy in providing uniform and distinctive writing used for Olympic business
- Distributing gifts
- Writing, publishing and distributing a protocol handbook
- Hosting social functions sponsored by the LAOOC

In addition, the chief of protocol served as the LAOOC's personal liaison to the president of the IOC and the IOC Executive Board during the Games. The chief of protocol met with the IOC president each morning to discuss the day's schedule and review the events of the previous 24 hours.

A Protocol Department became necessary and was created late in 1979 when the LAOOC began hosting numerous visiting IOC members and representatives and delegations of the various International Sports Federations (IFs) and NOCs.

At that time, the LAOOC formed a general policy for dealing with the Olympic Family. To protect itself from the group pressures of the IOC, IFs and NOCs, it decided its best interests would be served by appealing to the self-interests of the individuals concerned. To that end, the LAOOC committed itself to being a generous host to its many international guests within the limits imposed by its overall policy of fiscal conservatism.

The Protocol Department did not develop an identity of its own until 1982 when the LAOOC began intense preparations for the January 1983 meeting of the IOC Executive Board with the NOCs. Until then, protocol responsibilities had been incorporated with a group of other departments including Accommodations, Torch Relay, Ceremonies, Licensing, Sponsorship, Merchandising and Awards.

Preparations for the January 1983 meetings were top priority items, as decided by the executive management of the LAOOC, and staff members in all departments were instructed to focus their efforts to the successful conclusion of those meetings. The Protocol Department, which played a key operational role in the meetings, probably spent more effort in the detailed planning for these meetings than it did for the Games. Its efforts were successful and from its experience, the Protocol Department developed its operational plans for the Games.

26.02 Protocol responsibilities

26.02.1 Relationship with government

The Protocol Department did not deal directly with government in discharging its responsibilities to the Olympic Family. It was LAOOC policy to channel all business that pertained to the government through its Government Relations Department. Further, the LAOOC did not represent the U.S. Government, but only the private, non-profit corporation responsible for the organization of the 1984 Olympic Games.

26.02.2 Delegation visits to Los Angeles in the pre-Games period

Beginning in 1981 and continuing through May 1984, 105 delegations (representing various NOCs and other Olympic Family groups) made official, individual visits to Los Angeles. Delegations, on the average, consisted of five people who stayed four days.

These visits served a dual purpose; they gave the LAOOC an opportunity to explain to the delegates its plans for the Games and to demonstrate the progress being made. They gave visitors a chance to tour the venues and the athletes' villages where they could inspect the security conditions, medical facilities, transportation plans



1
1 LAOOC Aquatics Commissioner Jay Flood (left) and LAOOC President Peter V Ueberroth (second from left) lead a delegation from the People's Republic of China on a tour.

2
2 Members of an International Amateur Athletics Federation delegation tour the Los Angeles Memorial Coliseum.



and all other operational facets that pertained to the well-being of their athletes.

Conversely, these delegation visits provided the LAOOC an opportunity to learn about previous Olympic experiences through the first-hand knowledge of the delegates.

The flow pattern of official delegation (IOC, IF, NOC, OCOGs and others) visits to Los Angeles, beginning in September 1981, was as follows:

Month/Year	Number
September 1981	2
October 1981	1
November 1981	1
December 1981	1
January 1982	3
February 1982	26
March 1982	0
April 1982	0
May 1982	1
June 1982	4
July 1982	4
August 1982	6
September 1982	6
October 1982	4
November 1982	1
December 1982	3
January 1983	155
February 1983	1
March 1983	1
April 1983	8
May 1983	2
June 1983	6
July 1983	9
August 1983	7
September 1983	9
October 1983	4
November 1983	1
December 1983	3
January 1984	1
February 1984	2
March 1984	5
April 1984	6
May 1984	3

As noted, 155 different delegations came to Los Angeles for the meetings in January 1983. A total of 26 delegations came to the meeting between the IOC Executive Board and the IFS in February 1982.

All venue and athletes' village tours were regarded as official tours. The LAOOC did not authorize "unofficial" tours to any Olympic sites or venues. Tours, with the exception of those for members of the media which were handled by the News Department, were scheduled and arranged by Olympic Family Services.

Arrangements and clearances were made through the appropriate channels and Olympic Family Services also

made sure that visitors were given appropriate receptions along the tour. Venue tour guides were well-informed about the venues and passed along to the visitors detailed and pertinent information designed to aid their athletes during Olympic competitions. The visitors were grateful for this information and for the efforts made by the tour guides and LAOOC staff members to answer all their questions.

26.02.3 Games period: Arrival and departure assistance

The LAOOC's goal in arranging transportation for arriving and departing VIPs was to minimize the discomforts that normally confront international travelers. To accomplish this, the LAOOC, through extensive planning, reduced the number of officials needed to comply with and complete the required government entry procedures.

The LAOOC received great cooperation in this endeavor from private, state and federal agencies. The U.S. Department of Customs played a key role in expediting credentialed members of the Olympic Family through their procedures at Los Angeles International Airport (LAX). In many cases, Customs' functions were modified to suit the LAOOC's efforts.

The LAOOC's arrival/departure team consisted of one protocol manager, one assistant manager and 20 volunteers who shared two work shifts. Volunteer selections were based on skills, experience, appearance and flexibility. Part of their training consisted of a strenuous protocol development program that emphasized public speaking and international protocol.

The arrival/departure teams' office was located at the Bradley International Terminal of the Los Angeles International Airport. It was staffed by the protocol manager and assistant manager and equipped with two telephones and two EMS terminals.

Although the Olympic Family Services program at the Biltmore Hotel (headquarters for the IOC during the Games) did not become operational until 14 July, VIPs began arriving as early as 9 July. The number of arrivals, as expected, escalated dramatically as the Games approached. All customs and immigration procedures of VIP Olympic Family members were conducted in a special Olympic Family VIP Lounge located on the customs level of the LAOOC's Olympic Arrival Center at LAX.

Departures began as early as 31 July and continued throughout the Games. Arrangements were based on information provided by the guests and essentially included transportation to the airport and luggage assistance. The last departure was by IOC President



3

Juan Antonio Samaranch on 14 August. All staff was dismissed that day.

Recruitment and selection of the LAX protocol staff began in March 1984. Of 65 applicants who were screened and interviewed, 20 were selected for the staff and an additional four were chosen as alternates. Twelve of the 20 were fluent in two or three languages and one volunteer spoke four. Total language capabilities of the staff were: German, French, Russian, Spanish and Italian.

The LAX protocol staff worked two shifts, from 0700 to 1600 and from 1500 to 2400, and was deployed as needed according to the advance arrival information provided by the VIPs. Upon notification of a VIP arrival, the protocol manager assigned a language-qualified protocol escort to assist the VIP. This was accomplished through an assignment sheet that contained a general profile of the VIP and members in his or her traveling party. The escort greeted the guests and then accompanied them to a pre-arranged customs and immigration station. The escort assisted in the baggage handling and directed them to the transportation that had been arranged by the manager on duty. All transportation was provided by the LAOOC'S LAX motorpool.

VIPs staying at the Biltmore were accredited there, while all others were accredited at the Olympic Arrival Center at LAX.

From 9 July to 10 August, the protocol staff greeted, processed and transported 1,264 VIPs and guests to the Biltmore Hotel or to other hotels. All Biltmore guests were assigned a vehicle and a driver on a full-time or pool basis.

3 An LAOOC venue tour guide (center) passes on information to a visiting delegation.

Olympic Family Services

While some Olympic Family members departed before the Games were over, the first as early as 2 August, early departures on the whole were few. However, the early departures helped ease the burden that the protocol staff carried when Olympic Family members made their mass exodus on 13 and 14 August.

On those two days, VIPs were transported to LAX by bus and dropped off at the appropriate terminals. Each terminal was staffed by eight hosts/hostesses who were responsible for greeting the VIPs, assisting them with baggage and escorting them to the appropriate airline counter or lounge.

Early departing VIPs were the recipients of more personalized service since it was possible for assigned drivers to transport them to LAX. At LAX, they were met by escorts who assisted with the luggage and airline check-in.

26.02.4 Games period: VIP host/hostess program

The purpose of the host/hostess program was to provide friendly and personal service while extending the finest possible hospitality to all members of the Olympic Family during their stay in Los Angeles for the Games. Hosts and hostesses were assigned to all Olympic sites and Olympics-related sites including all venues, the athletes' villages, the Main Press Center and the Biltmore Hotel. Those chosen to serve at the Biltmore were designated as VIP hosts and hostesses.

The program was launched during the spring of 1982 when the LAOOC sent notices to members of the Citizens Advisory Commission announcing the meetings of the IOC and NOCs in Los Angeles the following January. The

LAOOC attached a form to the notice and requested that those interested in serving as a host or hostess for the event fill out and return the form. More than 1,200 responses were received. From this base, the LAOOC ultimately selected and provided uniforms for hosts and hostesses, including 50 who were placed in a reserve pool.

The experiences derived from the January 1983 meeting were essential in developing a four-stage operational plan for the implementation of the host/hostess program. The four stages were recruitment, system assignment, training and actual operation. Active recruitment began in January 1984; system assignment and training were completed by 30 June; and the program was operational from 12 July through 14 August.

Recruitment was done by referrals only. Applicants first were screened during one-on-one interviews and then participated in group interaction sessions where final choices were made. Each candidate was evaluated in four areas: bilingual or multilingual capabilities, international experience, availability and flexibility. The selection process yielded 153 VIP hosts and hostesses and another 25 who were assigned to a reserve pool.

Once chosen, each VIP host and hostess went through the system assignment phase. This phase covered several months and included: submitting a Games staffing application which placed the volunteer's identity into the system computer; signing a terms and conditions letter; and eventually being accredited, badged and outfitted with the appropriate uniform.

Concurrent with the system assignment stage, VIP hosts and hostesses were trained through an at-home program. Each was given packages of material that contained extensive information on the background of the Olympic movement, the LAOOC and the IOC and its members. In addition, the training packages outlined specific job descriptions, responsibilities, rules for appearance and behavior and protocol procedures.

On 30 June 1984, VIP hosts and hostesses attended a general orientation for all volunteer hosts and hostesses at UCLA and afterwards attended a specialized briefing in which the Biltmore operation was presented in detail. They were given scheduling information and informed of the two types of VIP host/hostess assignments: VIP pool and VIP "dedicated," the latter being the assignment to a specific VIP or group of VIPs. Of the 153 VIP hosts and hostesses, 130 were given "dedicated" assignments and the remaining 23 were assigned to the pool. If a dedicated host or hostess was not utilized by the individual or group, the host or hostess became part of the pool.

The operation at the Biltmore covered two shifts: from 0645 to 1500 hours and from 1400 to 2200 hours. Permanent positions were established within the hotel during each shift, such as at the host/hostess information/arrival desk, protocol desk, Olympic Club, dining room and lobby stations. The VIP pool was on duty for each shift and alternated weeks for early or late duty. Those with dedicated assignments had schedules that matched the VIPs to whom they were assigned and, otherwise, helped out whenever possible. Staffing at the major social functions was rotated in an attempt to give all hosts and hostesses an opportunity to attend. The completion of the fourth stage of the program was accomplished with the closing down of the Biltmore operation on 14 August.

Overall, the program worked well and ran at 100 percent capacity throughout the Games.

26.02.5 Games period: Programs for guests

The Organizing Committee prepared six guest programs for members of the Olympic Family and their guests during the Games period. It also arranged tickets to Disneyland and Knott's Berry Farm for Olympic Family members.

The six programs that were organized and run by the protocol staff were as follows:

- A fashion show, champagne luncheon and beauty seminar at Saks Fifth Avenue in Beverly Hills on 25 July.
- A three and one-half hour tour of Disneyland on 26 July. The guests were divided into French, Spanish and English language groups.

- A two-and-one-half hour San Pedro cruise on a colorful two-deck river boat on 30 July. The guests were served a prime rib luncheon and entertainment was provided by a three-piece band.
- A breakfast at Neiman Marcus and a presentation of California and United States fashion on 2 August. This was followed by a visit to the J. Paul Getty Museum in Malibu.
- A Universal Studios tour followed by a shopping tour of Olvera Street in downtown Los Angeles on 8 August. The guests were divided into French, Spanish and English language groups.
- Guests were divided into small groups and escorted on a shopping tour of Rodeo Drive in Beverly Hills. After shopping, guests were treated to a champagne luncheon at the Excelsior Restaurant.

Two buses were used to transport guests for each program and from five to 10 multilingual hosts and hostesses were included for linguistic support, depending on space availability.

Additionally, the Protocol Department scheduled three teas at the Biltmore Hotel, but cancelled the last two because of poor attendance at the first. Numerous cancellations without advance warning presented logistical problems for the protocol staff as guests tended to sign-up for programs well in advance but failed to cancel even if they knew later they could not attend. However, overall, the LAOOC's guest program was an overwhelming success and enjoyed by all who did attend.

26.02.6 Games period: Special events

The Protocol Department was responsible for arranging LAOOC special events during the Games. Among them were the following:

- The First Interstate Bank Athletic Foundation gala dinner honoring IOC President Juan Antonio Samaranch
- A luncheon for the wives of IOC members at the home of former Olympic swim star Johnny Weissmuller
- A luncheon for the wives of IF members and Organizing Committee commissioners at the Universal Studios commissary
- A luncheon for the wives of NOC members, attaches and envoys at Lawry's California Center
- A luncheon for the wives of IOC Executive Board members at the Bistro Garden in Beverly Hills

Protocol also assisted NOCs and observer delegations bidding for future games in planning and staging their own social events.



4 An LAOOC hostess greets visiting athletes.

26.02.7

Observer delegations

Three Olympic Organizing Committees and 10 candidate cities sent working and observing delegations to Los Angeles for the Games. The sizes of the delegations ranged from one person to a rotating group of six accredited members. The LAOOC was as helpful as possible, particularly in the distribution of promotional literature and invitations to social events. For the most part, members of visiting delegations were unobtrusive and cooperative but reports were received from several venue managers about representatives from one of the visiting missions who made demands for access to unauthorized areas.

Protocol dealt with the following delegations representing the organizers of past and future Games:

Calgary, Canada (1988 Olympic Winter Games)

Calgary sent waves of observers to the Games. A total of 38 persons received "O" credentials on a rotating basis. The delegation maintained a suite of offices on the fourth floor of the Biltmore Hotel. Its members demanded little from the protocol staff except assistance with invitation distribution and help in arranging meetings with LAOOC staff to gather information. After its report to the IOC, it held a news conference. The majority of the delegation arrived 21 July. Its leaders left 6 August and the remaining members left 12 August.

Sarajevo, Yugoslavia (1984 Olympic Winter Games)

The delegation, which consisted of 19 persons, held a press conference following its final report to the IOC session on 26 July. Most of the delegations arrived on 20 July and departed 12 August.

Seoul, Korea (1988 Summer Olympic Games)

At least 32 members of the Organizing Committee received "O" credentials on a rotating basis. Six of its members were involved in the exchange of the Antwerp Flag at the Closing Ceremonies. The delegation maintained a promotional booth in the Regency Room of the Biltmore Hotel throughout the Games and held a large reception in the Crystal Ballroom on 31 July. It also held a press conference following its report to the IOC on 26 July. Delegation members began arriving on 19 July and the last left on 13 August. This delegation made numerous requests of the LAOOC.

Delegations from the following candidate cities attended the Games:

Albertville, France (1992 Olympic Winter Games)

This was not an official working delegation and asked for nothing in the way of assistance. Its three members received "O" accreditation as part of the Paris delegation and the French NOC. They arrived on 23 July and departed 1 August. They resided at the Biltmore Hotel.

Amsterdam, The Netherlands (1992 Olympic Games)

The delegation consisted of 32 people and represented the Dutch government and public authorities, the Dutch Olympic Committee and Dutch sport federations. The members received "G" and "O" accreditation. The bulk of the delegation arrived 20 July and stayed at either the Biltmore Hotel or the Ramada Inn in Beverly Hills. This delegation was busy during the Games. It conducted activities daily, consisting of luncheons, cocktail receptions and press conferences, and culminated its campaigning with a large and lavish reception on 2 August to officially announce its candidacy for the 1992 Games. The delegation departed on 4 August.

Barcelona, Spain (1992 Olympic Games)

The working and observing delegation from Barcelona consisted of 15 people, seven of whom stayed at the Biltmore and the rest at a private residence. The mayor of Barcelona was the leader of the delegation and along with his wife received "G" accreditation. The others received "O". "The delegation rented space for a pictorial and architectural display of its city in the Regency Room at the Biltmore Hotel and held a cocktail reception at a private residence. Most of the members of the delegation arrived on 18 July and departed on 12 August.

Berchtesgaden, Federal Republic of Germany (1992 Olympic Winter Games)

The managing director of the Berchtesgaden committee was the only representative. He arrived on 18 July and departed 12 August. He received an "O" accreditation. Although he resided at the Biltmore and held a reception there to announce the Berchtesgaden candidacy, he confined most of his activities to the Los Angeles Hilton Hotel.

Brisbane, Australia (1992 Olympic Games)

The four members of the delegation resided at the Ambassador Hotel. They arrived 28 July and departed 5 August and kept a low profile throughout their stay. They did hand out some promotional literature through the Australian Olympic Federation during the time of the 88th Session of the IOC.

Cortina, Italy (1992 Olympic Winter Games)

There were 11 delegation members, but only five were considered official and received accreditation. They arrived on 18 July and stayed at the Ramada Inn in Beverly Hills. The delegation maintained a working office



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at Casa Italia in Century City and conducted a limited amount of promotional work at the Biltmore Hotel. Its only social function was a dinner party at Casa Italia. Delegation members departed in groups, beginning 24 July and ending 11 August.

Falun, Sweden (1992 Olympic Winter Games).

The delegation, consisting of eight persons, arrived 18 July and departed 27 July. Two members stayed at the Biltmore Hotel and the rest at the Westwood Plaza Hotel. The delegation booked the Athenian Room at the Biltmore for daily hospitality functions culminating with a reception for H.R.H. Prince Bertil of Sweden on the afternoon of 26 July. The husband of Mayor Illemor Rudholm, who led the delegation, unfortunately suffered a heart attack at the reception and was taken immediately to Good Samaritan Hospital for treatment and recovery. The delegation made many requests of the protocol staff, ranging from typing to invitation distribution to additional accreditation to helicopter service for Prince Bertil.

Lillehammer, Norway (1992 Olympic Winter Games)

The delegation arrived in groups. The first group of six arrived 22 July and departed 30 July, the second arrived 29 July and departed 5 August and the last group was in Los Angeles from 4 to 14 August. All delegation members resided at the Biltmore Hotel and booked the Mediterranean Room for hospitality functions. They received "O" accreditations.

Paris, France (1992 Olympic Games)

The eight-person delegation included Jacques Chirac, the mayor of Paris, and resided at the Biltmore Hotel. The mayor and his entourage received "B" accreditations. The delegation advance man arrived 21 July and the

5 From left, Los Angeles Mayor Tom Bradley, IOC Director Monique Berlioux, LAOOC President Peter V. Ueberroth and LAOOC Chairman Paul Ziffren take a pause during an IOC reception.

Olympic Family Services

rest arrived 26 July. Other than hosting a lavish brunch in the Crystal Ballroom 29 July, the delegation quietly went about its business and departed Los Angeles on 1 August.

Sofia, Bulgaria (1992 Olympic Games)

Only two members of the five-person delegation ever contacted the LAOOC and that was for accreditation assistance. The delegation, which arrived 21 July, did not hold any social functions. It is not known when they left Los Angeles.

A sixth candidate city for the 1992 Olympic Games, New Delhi, India, was not represented in Los Angeles.

26.02.8 Calligraphy

The LAOOC used calligraphy on invitations, envelopes, place cards, adhesive name badges, press conference cards, certificates and signage. Calligraphy was used extensively for social events during the Games period.

A staff of 12 addressed approximately 9,000 envelopes for the mayor's reception, the pre-Opening Gala at the Hollywood Bowl, the First Interstate Bank Athletic Foundation reception and the opening of the 88th Session of the IOC at Dorothy Chandler Pavilion, as well as for other receptions and dinners given for various Olympic Family members. It also provided adhesive name badges for numerous luncheons for wives of IOC, NOC and IF members and printed place cards for private dinners. A private office for the calligraphy staff was maintained in the Biltmore Hotel during the Games period.

26.02.9 Use of gifts

The use of gifts for protocol purposes began even before the LAOOC was formally organized. In the early period following formation of the Organizing Committee, the LAOOC procured and distributed gift items it felt appropriate on a case-by-case basis. Beginning simply with "Los Angeles 1984" lapel pins, the gift program grew to large proportions as the number of delegations and officials visiting Los Angeles rose steadily.

By late 1982, the Protocol Department determined that a standardized gift program was necessary and that the level of gifts distributed to recurring types of visitors should be determined for protocol purposes.

The LAOOC's gift list was divided into four categories and, by category, included gifts which were distributed from January 1983 through the Olympic Games.

LAOOC Gift Items

"A" List

<i>Item</i>	<i>Cost</i>	<i>1983 Orders</i>	<i>1984 Orders</i>
Fine arts poster series (15 signed by artists)	\$3,000	25	0
Fine arts poster (1 signed by artist)	200	50	0
Fine arts poster series (15 unsigned posters)	225	125	100
Collector pin sets	85	40	40
Commemorative stamps in leather cases	60	150	50
Leather briefcase	54	244	200
4-foot by 6-foot LAOOC flag	50	25	40
Gold-filled cuff links	50	15	10
Ladies silk scarf	38	100	500
U.S. Olympic silver dollar	32	75	100
Lap blanket	19	75	200

"B" List

<i>Item</i>	<i>cost</i>	<i>1983 Orders</i>	<i>1984 Orders</i>
Paperweight	\$ 25	125	10
Jewelry box	22	100	10
Cross pen	20	300	45
Belt buckle	17	150	5
Silk handkerchief	15	15	3
Gold-plated cuff links	15	150	10
Beach towel	15	100	52
Fine arts poster (unsigned)	15	250	10
Book: "An approved History of the Olympic Games"	10	500	2
Blazer button set	10	100	5
Large sport bag	9	600	52
Small sport bag	7	400	30
5-pin set	8	300	20
Polo shirt	10	0	45
Sweatshirt	13	220	44

"C" List

<i>Item</i>	<i>Cost</i>	<i>1983 Orders</i>	<i>1984 Orders</i>
Leather or suede notebooks	\$ 8	650	600
Sam T-shirt	7	100	75
Sam necktie	7	225	300
Playing cards	5	125	100
Lucite clipboard	5	450	550
7" Sam the Olympic Eagle doll	4.50	72	300
Sam the Olympic Eagle mug	2.50	75	45

"D" List

<i>Item</i>	<i>Cost</i>	<i>1983 Orders</i>	<i>1984 Orders</i>
2-pin set	\$ 4.00	785	600
Key chain	3.85	400	600
Baseball cap	3.00	225	300
4" Clip-on Sam the Olympic Eagle doll	2.50	50	50
4" x 6" desk flag	2.25	200	150
Sport towels	3.25	0	500

The "A" list consisted of IOC members, heads of state, national governing body (NGB) senior officers, individuals of ambassador rank, NOC presidents, IF presidents, chefs de mission, official sponsor senior management and Organizing Committee of the Olympic Games (OCOG) presidents.

The "B" list consisted of NOC and IF secretaries-general, deputy chefs de mission, OCOG vice presidents, venue

owners and operators, attaches, IF technical leaders, IOC commission members and official sponsor service management.

The "C" list consisted of OCOG visitors and volunteers, among others.

The "D" list consisted of customs helpers, skycaps, bellboys, waiters and waitresses, car valets, hotel personnel and others.

Additionally, the LAOOC presented leather 88th Session of the IOC portfolios and ceramic plate sets to all IOC members during the Games and 1,400 gift packs to all VIPs. The gift packs—from in-kind commitments—contained a "Welcome" nylon sport bag, Bushnell binoculars, leather-cased playing cards, a commemorative medallion, a commemorative certificate and an automobile bumper sticker.

26.03 Relationship with the IOC

26.03.1 Protocol responsibilities of the Organizing Committee at meetings of the IOC

Beginning with its inception in 1979 and continuing each year, the LAOOC hosted successively larger meetings of the various international groups comprising the Olympic Family. In addition to the descriptions below, the IOC's specific requirements for facilities and services are covered in Chapter 18.

The LAOOC first played host to the IOC executive director and IOC president during visits in 1979 and 1980, and, in February 1981, organized its first formal IOC gathering—a meeting of the IOC Executive Board at the Century Plaza Hotel in Century City.

The meeting was attended by the full IOC Executive Board, several of whom were accompanied by spouses. The IOC secretariat was represented by six persons and was provided office space and furnishings, including telephones and telex equipment, at the hotel. Although the meetings lasted only two days—24 and 25 February—the agenda covered a one-week period and included a tour of the existing major venues and four social events. The meeting provided a tremendous learning experience for the LAOOC which at that time numbered only 20 staff members. Even though it was a small meeting with only 30 guests, the LAOOC staff gained experience in hotel arrangements, blocking space for meetings and functions, language services, protocol, transportation needs and venue tour operations.

One year later, the LAOOC hosted a larger gathering of the IOC. This was a meeting of the IOC Executive Board with the IF presidents, secretaries-general and delegates at the Huntington Sheraton Hotel in Pasadena, California. The event, which drew approximately 350 delegates, utilized virtually all of the hotel's

facilities. In fact, it was necessary to acquire additional rooms for guests at the Pasadena Hilton. The agenda for the event covered the period from 31 January to 7 February 1982 and included meetings of the IOC Press and Medical Commissions, venue tours and a gala dinner for 500 hosted by the LAOOC at the Biltmore Hotel. The LAOOC staff, which had grown to 65, gained further experience in secretariat operations of the various groups of the Olympic Family and maintained an on-site secretariat of its own. For the first time, the LAOOC used volunteer interpreters and venue tour guides to assist Olympic Family members.

In January 1983, the LAOOC, which then consisted of a staff of 325, hosted the meetings of the IOC Executive Board and the NOCs at the Biltmore Hotel. There were approximately 650 delegates who attended the meetings. By this time, the Biltmore had been selected as IOC headquarters for the Games, giving the meeting additional significance as a small scale dress rehearsal for LAOOC operations during the 88th Session of the IOC and the Games. Over the 1 O-day agenda, which included several social events and venue and village tours, the LAOOC tested its departmental operations to identify problem areas. Volunteer hosts and hostesses were utilized in large numbers and, those who later worked the Games, received invaluable experience. The meeting also served as an opportunity for the LAOOC's staff and the hotel staff to coordinate operations,

In the year preceding the Games, the LAOOC's Olympic Family Services also arranged and hosted the visits of the IOC executive director on three separate planning trips, in July 1983, December 1983 and May 1984.

26.03.2 Protocol responsibilities during the 88th Session of the IOC

The Protocol Department of the LAOOC was responsible for organizing and arranging the 88th Session of the IOC, including the gala opening. All details for the opening and the session were required to meet the precise guidelines specified in the 1978 provisional edition of the Olympic Charter and had to be approved by the IOC in advance.

For example, for the gala opening, the IOC approved use of the Dorothy Chandler Pavilion in downtown Los Angeles as the site, the guest list, the program and the design for the badges, logo, invitations and tickets. Also, since the charter mandated that all information concerning an upcoming session must be distributed no later than two months prior to the event, the LAOOC notified all IOC members and IF and NOC presidents and secretaries-general of the details of the session through an informal letter mailed on 18 May 1984. The formal invitation, which subsequently was approved by the IOC executive director, was distributed the following month.

The session ticket was identical to the Olympic "Festive Federalism" sport ticket except that the sport pictogram depicted on sport tickets was replaced by the 88th Session logo. Also, the group seating area appeared where the seat number appeared on the sport ticket. IOC members were assigned seats on the day of the event. Tickets for approximately 700 local guests were mailed during the first week in July.

On 24 July, 15 (46-passenger) tour buses, each making two trips, transported approximately 1,000 people from the Biltmore Hotel to the Dorothy Chandler Pavilion. Four of the 15 buses were assigned exclusively to IOC members. In the confusion, it was sometimes difficult to separate IOC members from the rest of the group.

There were 152 hosts and hostesses assigned to assist guests at the Dorothy Chandler Pavilion and they performed a number of functions. They were utilized as follows:

- Thirty were assigned to IOC members. They were in attendance at the meeting for IOC members in the Gold Room at the Biltmore Hotel, accompanied them on the bus to the Dorothy Chandler Pavilion, escorted them to their seats and then to the Founders Room at the Dorothy Chandler Pavilion following the program.
- Twenty were responsible for coordinating the bus loading and unloading of other Olympic Family VIPs.
- Twenty-four were stationed at 12 program distribution areas (two per area) at the Dorothy Chandler Pavilion.
- Twenty-eight were present at 14 entrances (two per entrance) to direct guests to seating areas.
- Six were stationed at the three turnstyle entrances (two per entrance).
- Sixteen were present to assist the loading and unloading of guests at eight elevators (two hosts and hostesses per elevator at each of the two elevators on each of the four levels).
- Twelve were stationed in front of the pavilion to greet and direct guests as they arrived.
- Six assisted ticket distribution outside the entrance to the pavilion.
- Ten were assigned to set-up and prepare for the reception and Founders Room presentation and to direct and assist guests.

The IOC prepared agenda indicating that the session would cover two and one-half days, beginning 25 July and ending 27 July, but the IOC was able to conclude its business on 26 July.



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The sessions were conducted in the Crystal Ballroom on the Galeria level of the Biltmore Hotel. The LAOOC installed interpretation booths on balconies overlooking the room and, although IOC protocol requires U-formation seating for its members, limited space in the ballroom forced the LAOOC to modify the single U-formation by adding a smaller "U" within the larger one. Room set-up and installation of decorations and equipment was completed in a day and one-half and teardown was achieved in one day.

26.03.3 Protocol responsibilities at IOC headquarters during the Games

As the official headquarters for the Olympic Family, the Biltmore Hotel went through the LAOOC's venue development process so that other operational departments could coordinate their responsibilities and services with those of the Protocol Department.

It took the LAOOC one week to move in and set up the Biltmore Hotel to become operational by 14 July 1984. Its major functions at IOC headquarters were located on the Galeria level of the hotel and consisted of the following:

6 The LAOOC's USC Village Administrator, Anita DeFrantz (left) leads LAOOC President Peter V. Ueberroth (second from left) and IOC President Juan Antonio Samaranch on a tour of USC.

7 Inside the Dorothy Chandler Pavilion at the gala opening of the IOC's 88th Session.

- In-processing and hospitality services were available in the Galeria Room. There, the LAOOC had staff to handle finance, accommodations, accreditation, transportation, travel, meal tickets and host and hostess request functions. Welcome gifts were distributed there, as were Olympic Family tickets.
- The LAOOC's Protocol Office was located in the Olympic Room. Day-to-day management operations were carried out there and, beginning with the opening of the 88th Session, it was open 24 hours per day. It also served as the LAOOC's Government Relations office.
- The IOC secretariat was located in the Music Room. The LAOOC installed complete office facilities for an administrative staff of 25, including 20 desks, a key telephone system, two high volume Xerox copying machines, Electronic Messaging System (EMS) terminals and two telex machines.
- The Olympic Family dining room was located in the Renaissance Room. Breakfast, lunch and dinner were served there daily from 15 July through 13 August. Olympic Family members were admitted by meal ticket. The California Room, a private dining room, was used to serve lunch and dinner to IOC secretariat members.

Olympic Solidarity headquarters was located on the Conference level of the hotel. It contained an office for the Solidarity director, Solidarity secretariat and, beginning 24 July, a lounge area called the Olympic Club. The Olympic Club became a popular gathering place for Olympic Family members who possessed "A", "B" and "G" credentials. There, refreshments were served and television and information material was available.

Also on this level were offices for the IOC sports director and sports secretariat, the IOC protocol director and First Interstate Bank's full-service facilities. Hospitality areas for Lillehammer, Norway, which was bidding for the 1992 Olympic Winter Games, and Falun, Sweden, also bidding for the 1992 Olympic Winter Games, were also on this level.

The LAOOC's security staff occupied two areas on the Conference level—a command center with representatives of the LAOOC—the hotel and the Los Angeles Police Department and a lounge and briefing area for contract security employees.

The exhibition area of the hotel, which was located in the Regency Room, was utilized for several purposes. The LAOOC's Technology and Material Logistics departments had headquarters there and, during the IOC session, LAOOC operated a press sub-center with full filing and writing facilities. The Technology Department also provided a complete results service. Exhibit space was allocated for the Seoul Olympic Organizing Committee to promote the 1988 Games. Amsterdam, bidding for the 1992 Olympic Games, maintained an attractive exhibit and beer bar that featured fresh flowers that were transported from the Netherlands on a regular basis. Barcelona had an exhibit promoting its bid for the 1992 Games, and a small area was reserved for Cortina, Italy which was bidding for the 1992 Olympic Winter Games.

A full communications and message center, featuring EMS, telecopying facilities and message distribution, was located in the Main Galeria. The U.S. Postal Service provided complete mail services and did a brisk business throughout the Games period.

In addition to the Session Hall in the Crystal Ballroom, other meeting rooms were provided for the IOC Executive Board and the IOC Medical Commission. The IOC Executive Board had access to the Colonnade Room throughout the Games, while the IOC Medical Commission had a large one-bedroom suite and three adjacent rooms on the third floor of the hotel.

Olympic Health Services provided medical care in two of the adjacent rooms: one was used as a reception room and the other for treatment. The main suite living room was used by the commission members for daily meetings and was equipped with simultaneous interpretation equipment. The bedroom of the main suite served as a medical command center that coordinated and monitored the medical activities throughout the Olympic area. The LAOOC medical director occupied the third adjacent room, thus consolidating all medical and related services into one central area.

26.04 Summary

The services provided to Olympic Family members throughout the five-year existence of the LAOOC were well received and proved beneficial in solidifying relations between the LAOOC and the Olympic Family members it served. The LAOOC's policy to provide warm hospitality and to treat all its guests with dignity and grace in a friendly and comfortable environment was adhered to at all times by LAOOC staff members.

While the overall responsibility for maintaining a high level of service to Olympic Family members fell on the Protocol Department staff, the senior management of the LAOOC involved staff members from other departments in hosting visiting delegations on a regular basis. Upon joining the LAOOC, each new employee was assigned a country which had a recognized NOC and was required to study and become familiar with that nation's history and its political and social systems. This heightened the overall international awareness of the LAOOC staff and stressed the singular purpose of playing host to people from all over the world.

The January 1983 meetings proved to be a valuable training ground for the LAOOC and the Protocol Department, particularly for its VIP host and hostess program which was created specifically for the event. With its success at the meetings, the host and hostess program was expanded and developed further for its equally successful operation during the Games.

While numerous problems surfaced and some criticism was levied, the overall performance by the LAOOC in the area of Olympic Family services was outstanding. Problems, for the most part, were solved instantaneously and while most criticism was trivial in nature it was far outweighed by praise and genuine heartfelt appreciation by those the LAOOC served.

27

27.01

Concept and goals

In this electronic age of radio and television, the printed word is still the most permanent means of mass communication. By using the print medium as its primary method for providing information, the Organizing Committee left many lasting projects which document its communication efforts with local, national and international audiences.

A wide variety of publications and printing projects were needed to spread news of the Games to International Olympic Committee members, the National Olympic Committees, worldwide media, Olympic supporters and the general public in the United States and other nations. Many of these publications were required by the Olympic Charter (1978 Provisional Edition) and many more were deemed essential by the LAOOC in its determination to host a successful Games. Additional printed material was produced which was entirely optional yet enhanced the communication efforts of the many departments within the Organizing Committee.

It was the goal of the Publications Department to provide informative, well-written, easily understood and pleasingly designed printed matter which would communicate the LAOOC's preparations to the general public and to the Olympic Family. At the same time, the Design Department was given a mandate to implement a specific Look for the Games, taking some responsibilities from the Publications Department. The small publications staff (three in October 1982, five by February 1984 and eight during the Games) also assisted other LAOOC departments with various needs and, specifically, aided the Licensing Department in the selection of two official publishers to produce the "Official Olympic Souvenir Program" and the "Official Olympic Guide to Los Angeles" and eventual review of all editorial matter.

In meeting its responsibility to help other departments with their communications needs, the publications staff was involved in more than books, magazines, newsletters and brochures. The scope of responsibilities grew to include projects such as badges, certificates, folders, invitations, special awards, stationery and anything else that required the services of a designer, typesetter and/or printer.

The magnitude of the work needed was clearly demonstrated by the preparations necessary for the IOC Executive Board meeting with the NOCs in January 1983. In a six week period, the Publications Department was involved in producing more than 20 individual projects ranging from invitations to a 132-page arrival guide. The workload increased over the following months, particularly during the 1983 pre-Olympic (LA83) sporting events.

It is worth noting that in a report to the IOC in 1981, there is mention of an additional 20 publications planned prior to the 1984 Games. This total was easily surpassed in early 1983 and a final count included more than 500 diverse printing projects completed in the three years prior to the staging of the Olympic Games.

The Publications Department went through a series of administrative and thematic changes as planning for the Games progressed. As a result, the common thread which ties different publications projects together was missing in the early stages. Although considerable attention was devoted to producing attractive publications, a consistent look was not maintained until late 1983 when the Organizing Committee adopted an overall color and design plan. This was accomplished in part by a close association with the LAOOC Design Department, which, because of the increasing number of projects, inherited much of the necessary production work as the Games drew closer. The Publications Department retained control over editorial content.

Many LAOOC publications were conceived late, brought to either the Publications or Design department in a wide variety of forms and styles, then executed under terrific deadline pressures. The Organizing Committee would have benefited by funneling all printing projects through only one department to help maintain a consistent editorial message and graphic continuity.

In the 18 months prior to the Games, several hundred publications were produced and many were used extensively in assembling the "Official Report of the Games of the XXIIIrd Olympiad." Together, these publications leave lasting documentation of the successful communication and organization of the Games.

27.02

Review of LAOOC publications

In an effort to communicate its organizing achievements to a vast audience, the LAOOC planned, designed, produced and printed countless books, brochures, documents, flyers, forms, guides, handbooks, magazines, maps, posters, newsletters, reports and even office stationery supplies.

One of the first publications printed was called "Our First 1,000 Days: A Human Audit," which summarized the

LAOOC's early organizing efforts and served the dual purpose of a public relations tool and general information brochure. This four-page, two-color brochure was the first to use the *Star in Motion* logo, making it easily identifiable to the 1984 Games.

Other major publications produced by the different operating departments included:

- Accommodations
 - Registration card
- Accreditation
 - Accreditation badges
 - Olympic Family identity cards
 - Olympic Family identity card manual
 - Olympic Family accreditation badges
 - Olympic Family badge brochure
 - Olympic Family ticketing system
 - Olympic Family list and folders
 - Access controllers handbook
 - Application for media accreditation
 - Media accreditation badges
- Architecture
 - Signing standards manual
- Arts Festival
 - Program information and ticket order form
 - Artists' guide
 - "Los Angeles Times" insert
 - Commemorative book
 - Festival event programs
- Awards/Ceremonies
 - Opening Ceremonies program
 - Closing Ceremonies program
 - Pageantry production manual
 - Participant award certificates
- Corporate Relations
 - Licensees' newsletter
 - Licensee enforcement report forms
 - Licensee incentive programs
- Design
 - "Graphic Standards Manual"
 - Designer posters series
 - Look posters
 - Street/building decoration brochure
 - Bumper stickers
 - Certificates
 - Invitations
 - International events brochure
 - IOC Executive Board/NOC stationery
- Executive
 - First Official Report to IOC
 - Interim Report to IOC
 - Second Official Report to IOC
 - Interim Report to IOC
 - Third Official Report to IOC
 - Fourth Official Report to IOC
 - Fifth Official Report to IOC
 - Final Official Report to IOC
 - Stationery

- Food Services
 - Guest passes
 - Box lunch and security seal
- Government Relations
 - Officials' newsletter
 - Customs manual
 - Coin and stamp brochure
- Handicapped Services
 - Physically challenged access guide
- Health Services
 - "IOC Medical Controls" brochure
 - "Pharmacy Formulary"
 - Olympic health services brochure
 - Medical physicians guide
- Human Resources
 - Employee newsletter
 - Recruitment brochure
 - Short-term staffing opportunities brochure
 - Staff application form
 - Staff terms and conditions form
 - Staff directory
 - Staff handbook
 - Games staff pocket guide
 - "Play a Part In History" folder
 - Skills questionnaire
- Language Services
 - Interpreter buttons
 - Interpreter manual
- Licensed Olympic Publications
 - "Official Guide to Los Angeles"
 - "Official Souvenir Program"
 - "Los Angeles 1984 Commemorative Book"
 - "Olympic Access"
 - "Los Angeles: The International City"
 - Official map licensees (2)
- News Department
 - Stationery
 - Press kit folders
- Olympic Arts Festival Stationery
 - Calendar
 - Ticket brochure
 - Arts Festival brochure
 - Arts Festival media guide
 - Official souvenir book
- Olympic Family Services
 - 88th Session program
 - 88th Session stationery
 - 88th Session invitations
 - Olympic Family guide
 - Meal tickets
 - Airline directory
 - Host/hostess manual
 - Chef de Mission manual
- Press Operations
 - "Olympic Countdown: Our First 1,000 Days"
 - "Olympic Countdown: 819 Days To Go"
 - "Olympic Countdown: 667 Days To Go"
 - "Olympic Countdown: 454 Days To Go"
 - "Olympic Countdown: 200 Days To Go"
 - "Facilities for Journalists, Vol. 1"
 - "Facilities for Journalists, Vol. 2"
 - "Media Guide for the Games"

Arts Festival information guide
 First report to IOC Press Commission
 Second report to IOC Press Commission
 Third report to IOC Press Commission
 Fourth report to IOC Press Commission
 Public Information
 "Our First 1,000 Days: A Human Audit" brochure
 "Sharing the Dream" brochure
 "Sam the Olympic Eagle" brochure
 General information brochure (2)
 Visitors' accommodations brochure
 Venue maps
 Public Relations
 "Communique"
 "Stars in Motion" magazine
 "Olympic Neighbor News"
 "LA84" newsletter
 "Olympic Update" newsletter
 "Villager" newspaper
 "Los Angeles Times" Home Magazine insert
 Speakers bureau newsletter
 Spirit Team newsletter
 Fact finding guide
 Security
 Recruitment brochure
 Sports
 "Explanatory Brochures"
 LA83 events schedule brochure
 LA83 events ticket brochure
 LA83 events programs
 Schedule of Olympic events
 Technical manuals
 Sports site guide
 Guide for technical officials
 Athletes' team manual
 Course marshal handbook
 Registration forms
 Judges' scoring forms
 Technology
 "Olympic Record" promotional brochure
 "Olympic Record/Days 1-15"
 "Olympic Record/Entries"
 "Olympic Record/Results"
 Village directory
 Telephone directory
 Ticketing/Marketing
 Ticket brochure/order form
 Ticket Buyers' Guide
 Ticket update brochure
 Information center map
 "Welcome to L.A." brochure
 Torch Relay
 Torch relay brochure
 Operation instruction brochure
 Torch relay route map
 Torch relay start invitation
 Stationery

Transportation
 Transportation jobs brochure
 Transportation information brochure
 Parking passes
 Athlete transportation guide
 Media transportation guide
 Villages
 Athlete village guide
 Olympic villages brochure
 Entertainment guide
 Youth Services
 Youth services handbook
 Summer youth program calendar
 Youth services newsletter
 Youth sports festival program

**27.02.1
 Publications required
 by the Olympic Charter**

Rule 56, the publications section of the 1978 Provisional Edition of the Olympic Charter, mentions three major projects required of the Organizing Committee by the IOC. Those publications are: 1) an explanatory brochure for each Olympic sport distributed not less than one year before the Games; 2) an official report completed within two years after the close of the Games; and 3) an official "programme" for the competitions (i.e., souvenir program).

Additional publications required by the Olympic Charter included: IOC medical controls brochure (Rule 27); entry and scoring forms (Rule 35); identity document cards (Rules 38 and 49); participant awards (Rule 45); publication of official results (Rule 49); and official invitations and entrance tickets (Rule 60). The number of publications mandated by the IOC, then, represents a very small percentage of the hundreds of projects completed by the LAOOC in its planning for the Games. Descriptions and details of a select few of these IOC-required projects follow.

Explanatory brochures

The earliest major publication project was a joint effort between the LAOOC Sports and Publications departments. The IOC-required "Explanatory Brochures" became a challenging three-year project beginning with a preliminary outline in late-1980 and ending with the final product in late-1983. Approval from three distinct entities was required—the IOC, the appropriate International Federation officials and the LAOOC sport commissioner—before any sport's brochure could be printed in final form. Delays in completing the overall task were caused by ever-changing rules, a lengthy technical translation process and sensitive political policies.

Each bilingual "Explanatory Brochure" was self-contained and included a table of contents, overall schedule of the Games and general information about the IOC, the LAOOC, the appropriate sport federation and the host city, Los Angeles. Competition information including dates, sites, equipment and events was also explained.

While each brochure was essentially an independent project, a total of 3,000 were distributed in a slipcover as complete sets. Following is the length of each "Explanatory Brochure" as approved by the IOC and the respective International Federations:

Sport	Pages
Archery	33
Athletics	66
Baseball	39
Basketball	51*
Boxing	35
Canoeing	35
Cycling	48
Equestrian Sports	51
Fencing	61
Football	65
Gymnastics	210*
Handball	51*
Hockey	49
Judo	31
Modern Pentathlon	47
Rowing	35
Shooting	43
Swimming	55
Tennis	35
Volleyball	43
Weightlifting	35
Wrestling	39*
Yachting	42

*Includes 2-4 page errata

Future organizing committees should be aware that each explanatory brochure contains critically sensitive rules and regulations governing its sport and requires administrative approval from many official sources. An early start is recommended. Time can also be saved by using an already-approved existing translation and by requiring federations to consider rule changes effecting Olympic competition well in advance of publication deadlines.

IOC medical controls

Several publications concerning the IOC's stringent medical guidelines were assembled by the LAOOC, though only the "IOC Medical Controls" brochure (Rule 27) was specifically required. This 36-page manual explained the IOC's position on drug abuse and includes the medical code (Rule 29) of the Olympic Charter. Also included was a list of forbidden substances and clear procedural guidelines for the selection of athletes to be sample tested for doping control and gender verification.

Two additional publications—the "Pharmacy Formulary" (152 pages) and a "Medical Guide" (116 pages)—provided supplemental information about services available to athletes and members of the Olympic Family during the Games; 4,000 of each were printed. A concise, eight-page "Olympic Health Services" brochure summed up these other major publications.

The "Pharmacy Formulary" served as a reference guide on such topics as the importation of medications into the United States, polyclinic services, general drug information, prescription procedures and policies regarding medication use during the Games.

The "Medical Guide" included explanations of health services provided at the village polyclinics, official hospitals, venues and training sites as well as emergency medical services. Special attention was devoted to sports medicine, physical therapy, radiology services, environmental health, doping control and spectator first aid.

Communique

In early 1983, the IOC Executive Board made a special request to the Organizing Committee for increased direct communication between the LAOOC and NOCs. As a result, the bilingual, bimonthly four-page newsletter "Communique" was conceived and published exclusively for the National Olympic Committees. This NOC newsletter made its debut on 1 March 1983 and continued for 30 issues through 15 May 1984.

"Communique" informed and advised NOC officials of dozens of issues which would effect them before and during the staging of the Games in Los Angeles. It updated NOC officials on LAOOC preparations and detailed the various steps required of them before arriving in Los Angeles. A selection of topics explained in "Communique" included:

- Accommodation location and fees
- Accreditation process and materials
- Arts Festival information
- Charter flights
- Chef de mission manual
- Competition sites
- Congresses schedule
- Deadline reminders
- Doping control
- Electronic Messaging System (EMS)
- Food services
- Host/hostess program
- International Broadcast Center
- Main Press Center
- Medical insurance
- Schedule of events
- Technology at the Games
- Ticket allocations
- Training sites
- Transportation information
- Village information

Publications

"Communique" addressed hundreds of topics in simple language for the benefit of all parties: the IOC, the LAOOC and the target National Olympic Committees. This highly successful project became a welcome communication tool during the year before the Games, and future organizers should consider even earlier distribution of a similar publication.

Entry and scoring forms

Before athletes were allowed to compete, entry forms had to be filled out. Similarly, officials required forms to regulate and judge the competitions. To fulfill these form requirements for the Games in Los Angeles, a seven-month project (from January through July 1984) was undertaken to design, produce and print more than 450 different registration and scoring forms.

Sports such as yachting and gymnastics required many different forms because of their complex scoring and appeals system with a variety of events and equipment. Other sports such as football and hockey required less detail but their forms had to be equally exacting as well as in triplicate.

Following is the number of forms required for each sport contested in Los Angeles:

Sport	Forms
Archery	10
Athletics	20
Baseball	6
Basketball	8
Boxing	17
Canoeing	14
Cycling	20
Equestrian Sports	1
Fencing	22
Football	4
Gymnastics	59
Handball	5
Hockey	6
Judo	8
Modern Pentathlon	16
Rowing	7
Shooting	13
Swimming	38*
Tennis	6
Volleyball	12
Weightlifting	6
Wrestling	5
Yachting	126
Athlete registration	21
Officials	1
Total	451

*Includes swimming, diving, water polo and synchronized swimming.

These forms represented the most complete, accurate and up-to-date Olympic registration and scoring documents ever assembled. They were designed to be easily understood and to be used in a variety of ways. In designing the sports forms, for example, both the Sports and Technology departments were consulted to insure compatibility with data input systems and Games results systems. While it was necessary for the LAOOC to produce hundreds of these forms since previous documents were either unavailable or outdated, future organizing committees should avoid repeating such a time-consuming and expensive publication project. The use of existing forms which have gained approval from Olympic and International Federation officials is strongly encouraged.

Official reports

As part of its agreement as host of the Games, the LAOOC submitted an "Official Report" to the members of the IOC at its regularly scheduled

sessions. These reports provided the IOC with updates on the status of the Organizing Committee's efforts.

Generally, the reports contained updates in the areas of: accreditation, Arts Festival, ceremonies, customs, finance, facilities, government relations, housing, medical program, press operations, protocol, public relations, security, staffing, ticketing, transportation, village operations and youth programs. Distribution of these official reports adhered to the following timeline:

Publication title	Date	Total pages
First Official Report	7/16/80	69
Interim Report	4/81	28
Second Official Report	10/1/81	85
Interim Report	2/82	36
Third Official Report	5/27/82	78
Fourth Official Report	3/26/83	151
Fifth Official Report	2/6/84	64
Final Official Report	6/1/85	1,586

1 The "Stars in Motion" series consists of six issues, designed to inform the Olympic Family of the progress of organization in Los Angeles.

2 "Olympic Update" began in late 1982 and is used to inform the general public of news regarding the Games in Los Angeles.



The final "Official Report" was compiled by a staff of some 15 editors and research writers along with a design director, office manager, photo editor, production manager and six administrative assistants. This staff gathered reports from each operating department manager and conducted personal interviews to gather background material before composing the chapters and sections of the report.

Since the LAOOC made a commitment to terminate nearly all full-time employees at or soon after the conclusion of the Games, the "Official Report" staff was reassembled from existing full-time staff to begin work in September 1984. With a 39-chapter topic outline as its guide, the staff set out to produce their 1,586-page document in two parts: Volume One/Organization and Facilities and Volume Two/Competitions. The brunt of the research and writing (in English) was completed by 15 January 1985 with translation into French completed by 1 May 1985.

A highly-respected Los Angeles design firm was awarded the contract to design and produce both volumes. In addition to the principal, who was directly involved in the project, the firm also utilized two project managers, three design coordinators, two production coordinators and a half-dozen production artists. Site drawings and charts were subcontracted to a local architectural graphics studio, which employed a team of up to 10 delineators.

Keyboarding of manuscript was done in-house onto a micro-computer using word-processing software. The LAOOC transmitted data via modem to a local computer typesetting company for immediate output of final typeset text. This saved the time-consuming step of re-entering final text and allowed for quicker editing and proof reading by the "Official Report" editorial staff.

The two-volume, hard-bound set was made available for purchase to an exclusive list of Olympic sponsors, supporters, staff members and ticket buyers, with a 31 January 1985 deadline for orders. Price of the oversized publication was set at \$485

plus handling, shipping and applicable sales tax, bringing total cost to \$550 in the United States and \$600 for deliveries to foreign countries. An anticipated press run of 2,000 copies was revised accordingly based upon the number of sales orders received.

The report was presented to members of the International Olympic Committee at its 90th Session (2-6 June 1985) in Berlin, German Democratic Republic, just nine months after the project was begun. General distribution to subscribers was completed by August 1985.

Supplemental official reports

Supplemental reports for the benefit of members of the IOC Press Commission were assembled by the LAOOC Press Operations Department. These contained updates and information on the media services (accreditation procedures, housing, telecommunications, etc.) being planned for journalists who would cover the Games.

Distribution was as follows:

Publication title	Date	Total pages
First Press Commission Report	4/29/81	31
Second Press Commission Report	2/1/82	34
Third Press Commission Report	5/22/82	26
Fourth Press Commission Report	1/17/83	37

Two additional reports ("Facilities for Journalists, Volume 1" and "Facilities for Journalists, Volume 2") were submitted to IOC Press Commission members and to all accredited media six months and three months prior to the Games.

Results publications

To meet the IOC's requirements to publish official results and a souvenir program for the Games, the LAOOC formed a staff dedicated solely to producing a daily publication which combined the two functions. To that end, the LAOOC Technology Department inherited responsibility for a series of three publications all known as the "Olympic Record," each published independently of the Publications Department.



3 A distinctive press kit cover is used by the News Department and special news release paper is designed for information on specific topics, such as sports.

4 The "Olympic Countdown" series consists of five separate issues between late 1981 and early 1984.

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Vehicle	Quantity	Cost
International Guide for the Press	1	10,000
International Guide for the Olympic Spirit Team	1	10,000
International Guide for National Olympic Committees	1	10,000
International Guide for Facilities for Journalists	1	10,000
International Guide for the Olympic Family	1	10,000
International Guide for the Olympic Record	1	10,000
International Guide for the Olympic Countdown	1	10,000
International Guide for the Olympic Record/Results	1	10,000
International Guide for the Olympic Record/Entries	1	10,000
International Guide for the Olympic Record/Start Lists	1	10,000
International Guide for the Olympic Record/Technical	1	10,000
International Guide for the Olympic Record/Special	1	10,000
International Guide for the Olympic Record/Other	1	10,000
International Guide for the Olympic Record/Total	1	10,000

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5 Vehicles for communication to specific groups include the LAOOC's "Spirit News" for the Olympic Spirit Team, "Communique" for National Olympic Committees and "Facilities for Journalists" for news media coming to the Games.

6 The "Olympic Record" is available to spectators at all venues and contains not only results and start lists, but also information on what to look for.

Best known was a daily souvenir program titled "Olympic Record/Day 1-15," which contained official start lists and results for each sport—more than 6,000 in all—as well as a French and English editorial section. This daily publication featured pertinent short stories which captured the flavor of the Games and informative articles on how to enjoy watching the many Olympic competitions.

An "Olympic Record/Entries" book which listed alphabetically all registered athletes for every event was published just before the Games. The third results publication was the "Olympic Record/Results" book printed immediately after the Games which included all official results.

The daily "Olympic Record" was actually made up of two sections: 1) a 20-page, pre-published "fixed" wrap-around section which was written and produced in the months leading up to the Games, and 2) a "live" inside section of variable length ranging from 32 to 64 pages. This latter portion had up-to-the-minute previews of events taking place that day and summaries of action from the previous day's competition in addition to official start lists and results.

Programs were sold to spectators at each venue for \$3, with complimentary copies made available to Olympic Family members. Accredited members of the media could pick up a copy of the inside section at the Main Press Center or at venue press sub-centers.

Program sales totaled approximately 395,000 copies over a 15-day period (26,333 sales average per day), for an average of one program sold for every 15 spectators (15:1 ratio). Projections had been overestimated and the LAOOC was prepared to print as many as 150,000 copies per day, but print runs were decreased to approximately 80,000 per day to meet the lower-than-expected demand.

27.02.2 Publications required by the LAOOC

In addition to IOC-required publications, the Organizing Committee produced many publications it deemed necessary for a successful Games. These projects were generally initiated on an "as needed" basis, proposed by operating departments as a way to enhance overall organizing efforts. Most could be classified as general information publications, while others

were technical or special events publications. The most useful of these publications expanded and improved over time when updates became necessary due to an increasing demand for information.

Olympic Countdown series

Perhaps the single most useful publication conceived by the Organizing Committee was the "Olympic Countdown" series. This general information book gathered widely disparate bits of information from various departments into a single, exhaustive document providing a summary of the LAOOC's organizing activities. It first appeared in November 1981 as "Our First 1,000 Days" and was updated in four subsequent "countdown" editions. The chronology of this publication follows:

The countdown series evolved from a book which was initially intended as an in-house informational tool and expanded into a complete reference manual that served several purposes. Besides being used by LAOOC personnel, it was used as a general information guide for the press/radio/television media, as a new employee handbook and as a public relations tool.

The "Olympic Countdown" books contained sections that addressed issues and areas most often questioned by the media and the public. Major section topics included: the International Olympic Committee, the International Federations, National Olympic Committees, how Los Angeles was awarded the Games, organization of the Games, Olympic facilities, and Olympic sports and competitions.

Future organizing committees should consider publishing similar multi-purpose reference books beginning as early as four years before the Games. Biannual updated editions which are widely distributed to the IOC, NOCs, international media and supporters of the Olympic movement would greatly enhance worldwide understanding of the upcoming Olympiad.

Media guide; information for journalists guides

In January 1984, the Press Operations Department distributed a guide outlining all facilities and services available to news media reporting on the Games from Los Angeles. Titled "Facilities for Journalists, Volume 1" (100 pages), it provided a summary of procedures in areas such as: accreditation, housing, information services/results, photographic services, media services at the Main Press Center, radio/television services at the International Broadcast Center, media services at the competition sites, telecommunications and media transportation.

Olympic Countdown	Date issued	Total pages	Print run
<i>Our First 1,000 Days</i>	November 1981	100	6,000
<i>819 Days To Go</i>	1 May 1982	104	8,000
<i>667 Days To Go</i>	30 September 1982	130	7,000
<i>454 Days To Go</i>	1 May 1983	158	20,000
<i>200 Days To Go</i>	9 January 1984	172	25,000

In April 1984, a supplemental edition titled *Facilities for Journalists, Volume 2* (128 pages) was distributed to the media around the world. This second volume served as a companion reference source to the first volume and concentrated on the use of charts, diagrams, maps and photographs to explain graphically exactly what media services were available and where they were located. Approximately 10,000 copies of both volumes were printed and distributed. Finally, a *Media Guide* (176 pages) for press/radio/television journalists was distributed at the Main Press Center where members of the media received their accreditation badges shortly after arriving in Los Angeles. A total of 12,000 of these handbooks for press, radio and television journalists was distributed to media and selected full-time and volunteer LAOOC staff who worked directly with the media. This completed a trilogy of publications designed to completely describe and explain available media services during the Games.

One additional information guide for journalists was completed in time for the Olympic Arts Festival which opened on 1 June 1985. This 80-page guide provided details on each of the festival artists and principal venues as well as an overview of the planning for the 10-week event.

Olympic ticket information and order form

Requests for tickets to 1984 Olympic events began pouring into the Organizing Committee offices from the moment the IOC awarded the Games to Los Angeles in early 1979. But only after four years of negotiating for competition sites and arranging schedules could public ticket sales begin.

In August 1983, more than 3.5 million Olympic ticket information brochures were distributed through a major national department store chain (Sears, Roebuck & Co.) and two regional banks headquartered in Los Angeles (First Interstate Bank) and

New York City (Manufacturers Hanover Trust). Demand for the brochure was so great that supplies were exhausted in less than one month and a reprint of another two million brochures was distributed. The 32-page publication included descriptions of and preliminary schedules for each of the 23 sports with detailed instructions on how to order Olympic tickets. An easy-to-use order form and return envelope was attached to the centerspread.

The Olympic Arts Festival independently produced 1.2 million copies of a similar ticket information brochure (36 pages) which was distributed throughout Southern California and through direct mail. Profiles of festival participants and a complete schedule of events was included along with a detachable order form and return envelope.

Customs manual

The LAOOC arranged for official customs and entry procedures which applied only to accredited delegations of the IOC, the NOCs and the International Sports Federations. The required entry provisions were detailed in a 48-page, pocket-sized booklet entitled *Customs and Shipping Manual* for the exclusive use of Olympic Family officials.

This comprehensive customs manual explained U.S. requirements concerning baggage inspection, immunization and shipping of equipment as well as the importation of food products, pharmaceuticals, firearms, horses and currency. A total of 25,000 copies were produced.

27.02.3 Optional publications

The following projects served as invaluable public relations, community relations and corporate relations tools in the months leading up to the Games. While all were optional publications, they greatly enhanced the efforts of the Organizing Committee.

Stars in Motion

Six full-color magazines in French and English were produced to keep the Olympic Family informed of preparations for the Games. Known as the *Stars in Motion* series, these 48-page magazines (only issue 4 was larger, with 72 pages) were also



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7 Twelve issues of the "Villager" provide extensive information for village residents during their stay in Los Angeles.

8 This colorful book portrays the diversity of the Olympic Arts Festival and is available as a souvenir to spectators at each performance.

9 This last edition of "Olympic Neighbor News" was widely distributed in local newspapers throughout the Southern California area just prior to the Games.

Publications

popular with sponsors, government officials and advisory commission members. The first issue appeared in late 1982 followed by four issues—winter, spring, summer, fall—in 1983. The final issue of the magazine was published early in 1984.

"Stars in Motion" not only communicated information to several important markets but also clearly established the Organizing Committee's ability and commitment to produce high quality publications. The series was extremely well received and additional issues would have been welcome. Print runs for the six issues were:

- No. 1; 20,000
- No. 2; 15,000
- No. 3; 30,000
- No. 4; 30,000
- No. 5; 30,000
- No. 6; 30,000

LA83 Events

The crush of publications projects taken on by the LAOOC began a full year before the Games with a series of championship-style competitions known as the LA83 events. Los Angeles played host to world-class competition in archery, canoeing/rowing, cycling, gymnastics, swimming and water polo, and a wide variety of publications were produced for each.

Everything from invitations and entry forms to souvenir programs and awards were produced for each of the competitions. The LA83 events thus provided the publications staff an early indication of the demands that would be placed on it in the months leading up to the Games.

Newsletters

The monthly newsletter "Olympic Update", which documented preparations for the Games and contained short stories of interest for the public, was primarily designed to be used by sponsors and licensees. A total of 13 issues were produced prior to the Games.

"Olympic Neighbor News" was a newsletter specifically directed to Los Angeles neighborhoods where Olympic competitions would take place. A wide range of Olympic-related subjects was discussed and local residents were encouraged to welcome and be part of the Games. More than three million copies of the final issue (an eight-page tabloid) were distributed by

mail or as newspaper inserts in July 1984, including a Spanish language version in the largest local Spanish daily.

Special interest newsletters for local government officials, LAOOC speakers' bureau members and Organizing Committee employees were also produced by the Publications Department. All were informative public relations tools which helped open internal and external lines of communication.

Newspaper insert

In association with the "Los Angeles Times", a program began in July 1983 allowing the LAOOC a minimum seven pages of editorial commentary once a month in the Sunday "Home Magazine" section. Thanks to the high visibility of this project (the "Times" is one of the largest daily newspapers in the United States with a Sunday circulation of more than 1.3 million), this 13-month series was a positive and influential public relations tool which helped stimulate interest in the Games.

A variety of subjects were covered every month, including each of the Olympic sports to be contested. The "Home Magazine" insert demonstrated to the Southern California public that the LAOOC was not just an

unseen entity but was an active organization preparing to make the upcoming Games a success.

Licensed publications

Two separate licensing agreements were reached to produce an "Official Olympic Guide to Los Angeles" (ABC Publishing, 296 pages, \$5.95) and an "Official Olympic Souvenir Program" (Sports Illustrated, 324 pages, \$10) for the Games. The Publications Department's role in regard to both outside productions was to review all editorial copy for factual accuracy.

Although there was some unexpected overlap of content in the two official publications, the independent projects were attractive and well received by the public. The "Guide to Los Angeles" sold approximately 127,000 copies while the "Souvenir Program" sold some 50,000 copies.

The LAOOC also licensed an official "Games of the XXIIIrd Olympiad/Los Angeles 1984 Commemorative Book" produced by International Sport Publications, Inc. (288 pages, \$44.95).

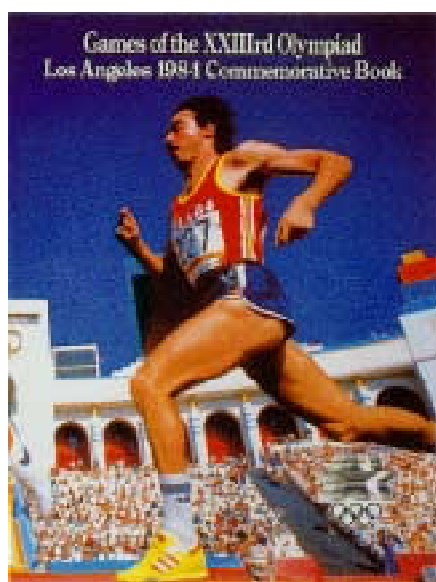
10 The LAOOC's commemorative book was produced by International Sports Publications.

11 The LAOOC combined with the "Los Angeles Times" to inform the public about the Games through inserts in the "Times" popular "Home Magazine" section.

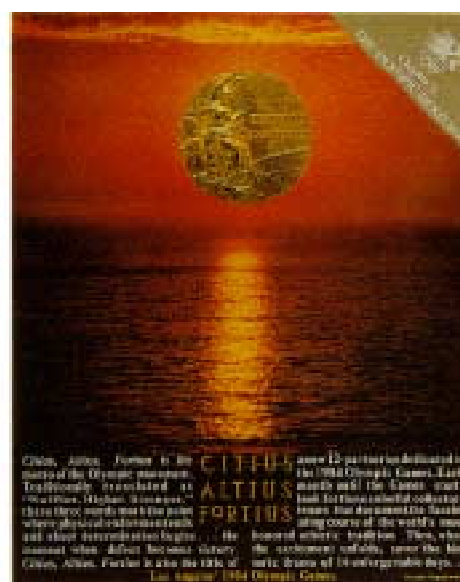
12 The Look of the Games extended even to newsletters, news release paper for the Olympic Arts Festival and to OAF stationery.

13 ABC Publishing combines facts about Los Angeles with interesting information about the Games in the "Official Olympic Guide to Los Angeles."

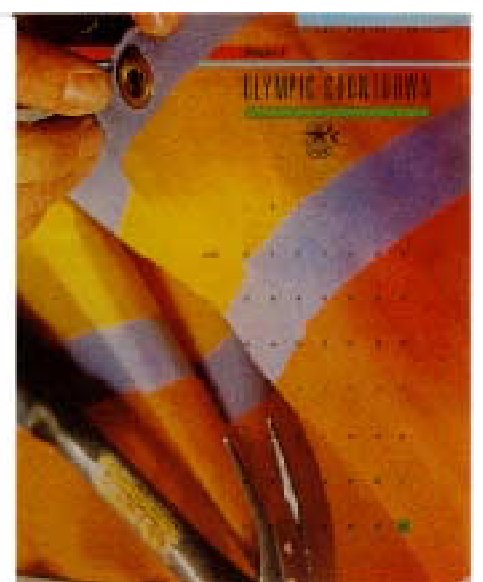
14 Television viewers find extensive information about each sport in the "Olympic Access Guide."



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This commemorative book was heavily marketed before, during and after the Games and sold approximately 100,000 copies through mail orders and in bookstores nationwide before the December holiday season. "Commemorative Book" sales continued into 1985. It featured editorial and photo essays on each of the 23 sports contested at the 1984 Games.

The Publications Department also had limited involvement in reaching agreements with official map licensees (Thomas Brothers and Gousha), an official TV viewer's guide ("Olympic Access", 96 pages, \$4.95) and the book "Los Angeles: The International City" (by Publication Associates of Los Angeles, Inc.).

Ticket Buyers' Guide

As a courtesy to Olympic ticket holders, the LAOOC prepared a comprehensive brochure providing transportation information in relation to competition sites. This guide encouraged ticket holders to take advantage of public transportation to Olympic venues and

gave added insight into spectator services and seating arrangements. More than 300,000 "Ticket Buyers' Guides" were distributed directly through the mail with another 50,000 handed out at nine Los Angeles area ticket centers. The guide remained in great demand up to the start of the Games.

Villager

The Publications Department's final major project was a tabloid newspaper for Olympic athletes entitled "Villager." Twelve issues were printed from 14 July through 11 August in an effort to assist administrators in communicating important information to village residents as well as helping to make their guests' stay more enjoyable. The "Villager" contained information specific to each of the three villages (UCLA, UCSB and USC) as well as stories of general interest to residents.

27.03

Summary

The LAOOC Publications Department was successful in producing a large variety of publications which suited three distinct clients: 1) the Olympic Family; 2) the media; and 3) the general public. Some of the projects were direct requirements of the Olympic

Charter, some were deemed necessary by various operating departments if Los Angeles was to host a successful Games and still other projects were clearly optional yet produced as a way to enhance communication and, hence, overall organizing efforts.

Publication projects suffered in the early stages due to a lack of direction and planning. Specifically, the IOC Charter provided little direction since it mandates only a few publications, while the LAOOC failed to plan a coordinated publications program on which to base its needs. In the future, it is advisable to do long-range projections of overall publication needs and set earlier production deadlines. This will allow for a better orchestrated pattern of information to be disseminated to the various publics.

But like any vast, fast-growing organization, the LAOOC needed its publications in a relatively short period of time while at the same time maintaining a viable theme and proper management. Responsibility for these projects overlapped when the Design Department received its mandate to

implement a consistent Look of the Games in late 1983. As a result, uniformity was a missing element in many Organizing Committee publications.

Not only was the style of LAOOC publications inconsistent, but since each printing project was independent of all others, there was also no consistent format. As a result, there were as many shapes and sizes to official publications as there were projects. It is suggested that standardized formats be adopted in future Olympic publications efforts.

Once the markets were identified, however, the LAOOC did a good job in turning out attractive publications which served a wide variety of uses. These publications were the Organizing Committee's primary method of communicating effectively with an increasingly interested worldwide audience:

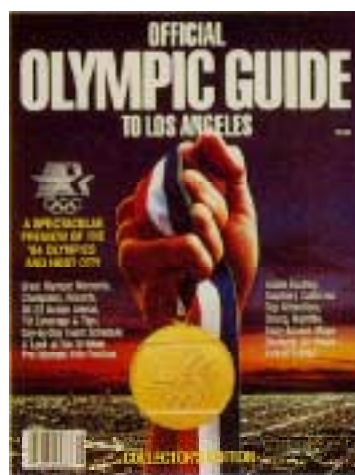
- The Olympic Family was kept informed with the help of "Stars In Motion" magazine and the bimonthly NOC newsletter "Communique."
- The media was kept informed first with the "Olympic Countdown" series, then a series of handbooks ("Facilities for Journalists/Volume 1 and 2" and the Games' "Media Guide") which supplemented periodic News Department releases.



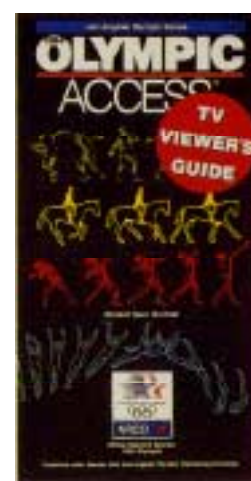
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Publications

- The general public was kept informed with the help of newsletters (*"Olympic Update"* and *"Olympic Neighbor News"*), newspaper inserts (*"Los Angeles Times/Home Magazine"*) and several general information brochures.

The Publications Department was successful in producing needed tools for the ongoing information and public relations efforts of the LAOOC. To avoid duplication and confusion over responsibility of projects, it is recommended that a combined publications and design department should work together from the outset in determining a consistent format for all printed material in addition to a uniform look and style.

As it was, the Publications Department proved to be resourceful and successful beginning with the January 1983 IOC Executive Board/NOC Meeting when it produced nearly 20 publications in a short period of time. That success continued through the LA83 events which, due to the short preparation time between events, provided an excellent test of the publication staff's ability to produce.

The Publications Department learned that for some projects mandated by the IOC such as the *"Explanatory Brochures"*, *"IOC Medical Controls"* brochure and results publications (*"Olympic Record"*), a separate staff dedicated to each publication is needed. These are large efforts that require independent staffs.

As for overseeing the production of outside licensees, this worked in favor of the LAOOC since it made an early commitment not to become a publishing house. If projects such as the *"Official Olympic Guide to Los Angeles"* and the *"Official Olympic Souvenir Program"* were to be produced in-house, they would have required their own dedicated staffs as well.

The *"Official Report of the Games of the XXIIIrd Olympiad"* is an extremely large project which also requires a dedicated staff and a lengthy preparation period to produce a useful, lasting document. For the best results in compiling a report of this magnitude, a research/writing staff should be collected prior to the Games to finalize a table of contents while planning information is still meaningful and available. By beginning preparations for the *"Official Report"* early, heads of operating departments can be told which records and documents to keep for future research and publication.

Given the time-sensitive demands placed on a very small staff, the Publications Department far exceeded the minimum requirements of the IOC and LAOOC and served the needs of their three principal clients: the Olympic Family, the media and the general public. It also served the needs of Olympic sponsors, suppliers and licensees.

Overall, then, the publications produced by the LAOOC were colorful, well designed, informative and fully sufficient to meet the needs of those who received them. In the 18 months prior to the Games, the Publications Department met the requirements of operating departments whose own needs became apparent only a short time before final products were needed.

28

**28.01
Structure of
LAOOC public relations**

The LAOOC Public Relations Department was formed in late 1979 and in the next five years was headed by seven different individuals. Before being renamed the Communications Department early in 1984, several distinct programs addressing the overall public relations objectives of the Organizing Committee were initiated. A half dozen departments were formed under the Public Relations Department umbrella, each concentrating on communication needs specific to the LAOOC and designed with local, national and international interests in mind. In turn, each of these departments addressed several areas which, when combined, played a key role in shaping popular public opinion for the Games. These departments and the issues they dealt with were:

- Community Relations Department; Olympic Neighbor program and establishing and operating the LAOOC satellite office in south-central and east Los Angeles
- Public Information Department; telephone information bank, correspondence information pool, remote ticket and information centers, and venue information kiosks
- Audio-visual Department; photography, films and videotapes, and radio/television public service announcements
- Speakers Bureau; LAOOC information service
- Olympic Spirit Team; former Olympic athletes
- Publications Department; see chapter 27

The work of these Public Relations Department divisions was supplemented by several other LAOOC operating departments, many of which had their own public relations or publicity staff. Most notable were:

- News Department; generated all LAOOC news releases and organized all news conferences through its established contacts with domestic and international media.
- Olympic Arts Festival; solicited interest throughout the arts community as a semi-autonomous branch of the LAOOC.
- Torch Relay; promoted enthusiasm and an intangible "Olympic Spirit" across the country as the Olympic flame made its way from New York to Los Angeles.
- Youth Programs; established contact with youngsters by coordinating sports clinics and competitions, jamborees, art contests and school programs.

**28.01.1
Public relations
concepts and goals**

A number of LAOOC staff members, including key top administrators, returned from the XIVth Winter Olympic Games in Sarajevo with one major concern. That concern was for the seemingly low-level of public support for the Games of the XXIIIrd Olympiad by residents of Los Angeles and surrounding communities. How and when would the general public learn to embrace and support the modern-day Olympic movement in Los Angeles?

This challenge was significant because Southern California is characterized by its diverse geography and many ethnic groups. Los Angeles is also a city in which a large number of events occur annually, which tends to make local residents indifferent or even suspicious of one more event invading their city. A campaign that successfully encouraged the local populace to participate and/or support the Games was perceived as a necessity in order to make the Games a true success.

Many factors combined to soon create a tremendous wave of popular public opinion. In February 1984, extensive media coverage of the Sarajevo Winter Games served as a reminder that the Los Angeles Olympic Games would soon follow. In May, the Soviet-led boycott rallied many United States citizens and was followed by the running of the torch relay which helped instill a sense of patriotism and pride in communities across the country. As the LAOOC continued its last-minute organizing efforts, the Olympic movement garnered more and more visibility, support and respect.

The theme "Play a Part in History" became an LAOOC slogan to promote ideas and programs, and to encourage individual and community involvement in the Games. The groundswell of positive public opinion spread in direct proportion to the nearness of the Olympic flame to Los Angeles and the nearness of the impending Games.

However, none of the above factors were the result of a specifically implemented public relations program. While many individual ideas and a few public relations campaign ideas were proposed, a program to proactively influence public opinion on a wide-scale basis was never carried out.

Instead, the LAOOC public relations program was generally designed to keep people informed of what the Organizing Committee was doing rather than to sell the Games. The LAOOC's philosophy was that the Games did not need to be force-fed to the public; rather, the Games would spontaneously sell itself. The Olympic Games are the world's most anticipated athletic event and it was assumed that people would naturally become interested, enthusiastic and supportive as the Games approached.

Once the momentum began, there was no doubt the Games would be well received in Los Angeles. Residents who were once skeptical, then curious, ultimately greeted their visitors in record numbers with the simple, appropriate theme "Welcome." Together, the athletes, spectators, officials and organizers played their part in both Los Angeles and Olympic history.

**28.01.2
Early public relations programs**

Early public relations efforts surrounded the announcement and perpetual use of the LAOOC's official emblem, *Star in Motion*, and official mascot, *Sam the Olympic Eagle*. The Olympic Charter mandates that no publicity for the upcoming Games may be sought until the close of the Olympic Games preceding it. With that restriction, the LAOOC was prepared to reveal its emblem and mascot in dramatic fashion at a kickoff news conference on 4 August 1980, immediately following the close of the Games of the XXIInd Olympiad in Moscow.

The introduction of Sam was expanded from a news conference into a major ceremony open to the public which was held on the steps of Los Angeles City Hall. Simultaneous ceremonies with an identical *Sam the Olympic Eagle* were held at the World Trade Center in New York City. The LAOOC also unveiled its new Olympic emblem, the *Star in Motion* above the five interlocking Olympic rings, and over the next four years, these two official LAOOC symbols were used by the LAOOC, sponsors, suppliers and others in promoting the 1984 Olympic Games.

A musical program preceded the Los Angeles event which included Mayor Tom Bradley, entertainer Bob Hope, LAOOC Chairman Paul Ziffren, Executive Vice President/General Manager Harry L. Usher, several former Olympians and other city, county, state, federal and Organizing Committee officials. Ceremonies in New York featured Mayor Ed Koch, LAOOC President Peter V. Ueberroth and a dozen former Olympic athletes. In addition to the introduction of *Sam the Olympic Eagle* and the *Star in Motion*, announcements of the first official Olympic sponsors were also made.

After making his first national network television appearance the morning of 5 August 1980 in New York, *Sam the Olympic Eagle* began a 24-city promotional tour to familiarize the country with his identity and prompt the public to think about the Los Angeles Olympic Games. Dozens of news conferences and public appearances over a 38-day period followed, including these cities:

Tour stop	1980 Date
New York, N.Y.	4-5 Aug.
Baltimore, Md.- Washington, D.C.	6-7 Aug.
Philadelphia, Pa.	7-8 Aug.
Newport, R.I.	9 Aug.
Pittsburgh, Pa.	10-11 Aug.
Atlanta, Ga.	12 Aug.
Miami, Fla.	14 Aug.
Tampa- St. Petersburg, Fla.	15 Aug.
Chicago, Ill.	17 Aug.
Minneapolis-St. Paul, Minn.	18 Aug.
Indianapolis, Ind.	20 Aug.
Detroit, Mich. (four-day rest period)	21 Aug.
St. Louis, Mo.	26-27 Aug.
Dallas, Texas	27-28, 30 Aug.
Houston, Texas	29 Aug.
Austin, Texas	31 Aug.
San Antonio, Texas	1 Sept.
Colorado Springs, Colo.	2 Sept.
Denver, Colo.	3 Sept.
Seattle, Wash.	4 Sept.
Portland, Ore.	5 Sept.
San Francisco, Calif.	8 Sept.
Sacramento, Calif.	9 Sept.
San Diego, Calif.	10 Sept.

Along the way, *Sam the Olympic Eagle* visited the permanent home of the United States Olympic Committee (Colorado Springs) and the host city for both the 1982 National Sports Festival and 1987 Pan American Games (Indianapolis). He was introduced to large crowds at professional baseball games in New York, Baltimore, Philadelphia, Pittsburgh, Chicago, Minneapolis-St. Paul, St. Louis and San Diego, and at American football games in Tampa and Houston. Sam also toured convention centers, country clubs, hospitals, hotels, museums, parks, shopping malls and even a zoo. In many cities, Sam was introduced by and shared



1



2



3

- 1 LAOOC Chairman Paul Ziffren (left) and Los Angeles Mayor Tom Bradley unveil the Star in Motion emblem.
- 2 Ground breaking for the new Coliseum track is a news event.
- 3 LAOOC Vice President Anita DeFrantz reviews children's contributions to the Olympic art program.

Public Relations

center stage with the McDonald's Corporation mascot, Ronald McDonald. As an official LAOOC sponsor, McDonald's gained special permission to use *Sam the Olympic Eagle* to help promote its nationwide youth sports programs and Ronald McDonald Houses (children's medical treatment facilities) located in cities across the country.

Television stations affiliated with the host broadcaster, ABC, in each of these cities were given first opportunity to broadcast *Sam the Olympic Eagle's* appearance upon arrival. While Sam was at center stage throughout the tour, three distinct messages were delivered to city officials and media by LAOOC spokespersons at news conferences in every city along the tour:

- Financially, the LAOOC projected a surplus.
- Logistically, existing site improvements and construction projects would be readied for the Games well in advance.
- Politically, the LAOOC was optimistic for worldwide participation at the 1984 Olympic Games.

A detailed itinerary for *Sam the Olympic Eagle's* entourage is typified by the following two-day appearance in Pittsburgh, 10–11 August 1980:

<u>Day</u>	<u>Itinerary</u>	<u>Day</u>	<u>Itinerary</u>	<u>Day</u>	<u>Itinerary</u>
Sunday		1640	Sam proceeds to awards table and is introduced to audience.	1100	Breakfast with sponsors ends.
1030	Arrive hotel, downtown Pittsburgh.	1700	Sam walks through crowd back to hotel.	1115	Sam dresses, meets McDonald's Corporation sponsors in hotel lobby, traveling party departs for photo session.
1045	Television interview at hotel with LAOOC spokesperson.	1715	Sam arrives at hotel and retires for the evening.	1200	Arrive at site of photo session with Sam and Ronald McDonald.
1115	Traveling party departs for baseball stadium.	1900	Staff member returns to stadium to retrieve truck	1240	Photo session ends, Sam leaves for hotel.
1130	Arrive at stadium, Sam dresses, support truck parked near security exit.	1900	LAOOC spokesperson calls local radio station for 15-minute taped interview.	1310	Arrive at hotel, traveling party prepares for departure.
1145	Television interview at stadium with spokesperson and Sam.	2155	LAOOC spokesperson calls second local radio station for 30-minute live interview.	1330	Lunch.
1200	Sam returns to holding room to rest and await start of game.			1425	Traveling party leaves for local television station.
1245	Sam goes to field to shake hands with baseball team mascot, introduced to fans and stands for national anthem.	Monday		1445	Arrive at television station.
1300	Sam returns to holding room, removes costume, eats lunch and watches first game.	0800	Traveling party checks out of hotel.	1500	Television interview with LAOOC spokesperson and Sam.
1425	Sam dresses in costume for second game.	0830	Sam goes to hotel holding room, waits for news conference.	1525	Sam leaves interview and removes costume.
1455	Sam escorted again to playing field where he throws out first ball.	0845	LAOOC spokesperson arrives for news conference.	1530	Spokesperson completes interview.
1500	Sam returns to holding room, removes costume and goes to truck.	0900	News conference begins, Sam introduced, spokesperson gives speech.	1545	Traveling party leaves for Pittsburgh airport.
1600	Sam dresses in truck.	0930	News conference ends, media proceeds to breakfast with sponsors, LAOOC spokesperson stays in room to grant radio/television interviews, Sam returns to holding room to remove costume and rest.	1610	Arrive at airport, check in baggage, return rented support truck.
1620	Traveling party escorted across river to sailing regatta			1630	Check in for flight to Atlanta.
				1700	Leave Pittsburgh.
				1900	Arrive Atlanta, drive to downtown hotel.



4

4 More than 75,000 spectators welcome the world to Los Angeles at the "Big Picture" event the day before the opening of the villages.

The nationwide *Sam the Olympic Eagle* tour succeeded in gaining widespread notoriety for the Olympic-related character and for the LAOOC's planning efforts. An early commitment to an identity program featuring symbols, emblems and mascots is highly recommended to future organizing committees when they are in the early stages of attracting public attention.

28.01.3

The expanding role of the News Department in public relations

In many instances, the LAOOC's best public relations efforts were derived from news events which occurred over the natural course of organizing the Games. In the early organizational structure of the LAOOC, the News and Public Relations departments worked in tandem to accomplish similar goals; News aimed to inform the public through the media and Public Relations hoped to promote the Games by the same avenue. If there was a newsworthy event that was also a good public relations vehicle, then the reliance was on News Department personnel—who had a relationship with the media—to give the event visibility.

In 1980 and throughout most of 1981, for example, the LAOOC announced its Olympic competition site selections in news conferences nearly every month. This brought natural, unforced attention—and attraction—to the organizing efforts taking place well in advance of the Games. And since many of the newly selected Olympic venues were announced on-site, the LAOOC earned recognition in many outlying communities. From a public relations standpoint, the LAOOC was applauded for its efforts to hold costs to a minimum by using existing arenas, stadiums, gymnasiums and parks. Even the few construction projects undertaken were judged as a public relations success since they were paid for by official Olympic sponsors (i.e., swimming pool by McDonald's Corporation and cycling velodrome by Southland Corporation), and not at taxpayer expense.

The LAOOC also reaped large public relations rewards from a joint news conference with another of its major Olympic sponsors, Atlantic Richfield Company (ARCO). On 4 December 1980, it was announced that ARCO would underwrite construction costs of seven new world-class synthetic surface running tracks in the Los Angeles area for pre-Olympic training.

This brought attention to several Los Angeles area communities where the selected high schools and colleges which received these major gifts were located. Recipients included: Birmingham High School (Van Nuys), California State University at Los Angeles, Jackie Robinson Stadium, Los Angeles Southwest College, Occidental College, Santa Monica City College, UCLA and USC.

Two other early construction and improvement projects shed favorable light on the LAOOC. In mid-1981, the Organizing Committee announced the construction of a new office building on the UCLA campus which would serve as its headquarters. The \$4 million price tag was paid primarily by the LAOOC, with the university receiving the building as a gift following the Games. Later that year, the LAOOC announced an \$800,000 program for major improvements to Los Angeles' Exposition Park, site of athletics (Coliseum) and boxing (Sports Arena) competitions plus Opening and Closing Ceremonies. The combined public relations/news value was not overlooked as this news conference was held at Exposition Park's Rose Garden.

The following is a chronological review of major LAOOC policy and/or organizing decisions which helped form positive public opinion and were featured in News Department releases from late 1982 up to the Games.

Economic impact study and city agreement

28 October 1982. An economic impact study revealed that more than \$3.3 billion in economic benefits would be generated throughout Southern California as a result of primary expenditures and induced spending relating to the 1984 Olympic Games. The study was conducted by an independent Los Angeles-based research and consulting firm, which also estimated tens of thousands of new jobs would result from the Games as well as increased state and local government revenues. City of Los Angeles and LAOOC officials also signed an agreement guaranteeing that local taxpayers would not pay for any Olympic-related costs; this fulfilled a pledge made in the original proposal to bring the Games to Los Angeles not to use local government funding.

Promotional billboards

23 December 1982. A program to erect a series of billboards aimed at increasing awareness of the Games and youth programs sponsored by the LAOOC was announced. Olympic gold medal winners and youngsters were featured on the promotional billboards along with the motto "*Grow with the Olympics.*" Designed by the LAOOC, the approximately 50 billboards were donated as a public service by Gannett Outdoor Advertising.

Olympic youth art

2 February 1983. More than 330,000 elementary school children in Southern California were encouraged to participate in an Olympic art program jointly sponsored by the LAOOC and Levi Strauss & Co. Cash prizes were awarded to schools with the highest level of student participation and the project generated more than 70,000 separate pieces of art. Fifteen oversized collages measuring eight feet by four feet each were assembled from the artwork of elementary school children in Southern California and unveiled at the Los Angeles Children's Museum on 30 August 1983. These collages were displayed in public areas and at Olympic sites in the year preceding the Games. Individual pieces of art were presented to arriving Olympic athletes as a welcome gift.

Citizens Advisory Commission

19 February 1983. Strong community interest and support helped the LAOOC reach its goal of 3,000 members appointed to the Citizens Advisory Commission. The advisory commission was made up of 23 boards, including: awards, business, ceremonies, city/county government, cultural/fine arts, disabled persons, finance, hotels/housing, international relations, labor, licensing/merchandising, medical, Olympians, physical facilities, publicity/public relations/publications, sport federations, television, visitor relations and youth programs.

Los Angeles beautification program

21 March 1983. LAOOC and city officials combined to launch the Los Angeles Beautiful-LAOOC Olympic Youth Beautification Program on the first day of spring. The beautification program promoted environmental awareness among youth, clean-up campaigns, and planting roses and trees at Olympic competition and training sites, along with schools and other locations. Some 20,000 rose plants were donated for public gardens, parks and cities across the country, including 7,500 to the city and county of Los Angeles.

Olympic youth art

14 April 1983. Students enrolled in grades seven through 12 and living in any of 12 western states were encouraged to compete in a youth art program sponsored by the LAOOC and First Interstate Bank. Cash prizes, scholarships and certificates were awarded for art which was judged at the local, county and state levels before grand prize winners were announced on 1 October 1983.

Olympic ticket plan

13 June 1983. A major news conference revealing the distribution plan for 5.5 million Olympic tickets was held on the UCLA campus with representatives from the LAOOC and national and regional ticket brochure distributors. LAOOC policy decisions concerning the distribution of order forms, number of tickets, number of events, ticket prices, payment requirements, processing of orders, ticket limits, notification, delivery and refunds were covered in this greatly anticipated news event.

Torch relay revealed

28 July 1983. The LAOOC revealed plans to carry the Olympic Torch through all 50 states and the District of Columbia en route to the Games in Los Angeles in an unprecedented relay that could generate as much as \$30 million for youth sports programs. The longest-ever Olympic Torch Relay would begin 8 May 1984 in New York City and end 82 days later on 28 July at the Los Angeles Memorial Coliseum, covering 19,000 kilometers (nearly 12,000 miles) and pass through 1,000 communities throughout the United States. The LAOOC designated 10,000 kilometers of the relay route as "Youth Legacy Kilometers" to benefit three youth organizations—the Boys Clubs of America, the Girls Clubs of America and Family YMCAs. (The relay route was later revised to 15,000 kilometers through 33 states.)

Interreligious Council

16 September 1983. The Interreligious Council of Southern California was chosen as coordinator of religious services for visitors and residents during the Olympic Games. The announcement was designed to strengthen interfaith relations by giving diverse religious communities—Christian, Jewish, Buddhist, Moslem, Hindu, Baha'i, Sikh and others—an opportunity to work together toward a common goal. Interreligious Council projects during the Games included planning services, building community support, coordinating individual interfaith religious observances and publishing an Olympic directory of religious services.

Youth Legacy Kilometer Program

4 January 1984. The LAOOC announced plans for additional youth organizations to benefit from the torch relay's Youth Legacy Kilometer Program. The Special Olympics, a program designed to help more than one million handicapped children and adults in year-round sports training and competition, was the first to be added to the list of charitable organizations eligible to receive benefits designated by sponsors of the torch relay's Youth Legacy Kilometers.



5 The LAOOC's Exposition Park office staff and community leaders view a preliminary sketch that was submitted as part of the Olympic Arts Festival freeway mural project.

6 Los Angeles Dodgers manager Tommy Lasorda (center) poses with Olympians Dr. Sammy Lee (left) and Rafer Johnson.



6

LAPD pins

16 January 1984. The LAOOC presented several thousand Olympic pins to the Los Angeles Police Department (LAPD) for distribution to police officers. The souvenir *Star in Motion* pins were worn by LAPD personnel as part of their uniform in the months prior to the Games.

Olympic wheelchair events

9 February 1984. In a joint announcement with Primo Nebiolo, president of the International Amateur Athletic Federation (IAAF), the LAOOC confirmed that two wheelchair events would be included in the Olympic Games program. During the Games, the IAAF provided officials and the LAOOC covered the expense of holding the 800-meter race for women and the 1,500-meter race for men, the first competition for handicapped athletes in the history of the Olympic Games.

Satellite offices

2 April 1984. Los Angeles civic leaders joined the LAOOC in ribbon-cutting ceremonies that marked the opening of the Exposition Park-South Los Angeles Community Relations Office near the L.A. Memorial Coliseum and Sports Arena. The office was established as part of the Olympic Neighbor Program to serve as a center for Olympic-related information and coordination of programs designed to enhance community involvement.

Pershing Square redevelopment

10 April 1984. The LAOOC contributed \$200,000 in support of the privately funded Pershing Square Redevelopment Project in downtown Los Angeles. The LAOOC's financial commitment was used for the first phase landscaping portion of the project, which was completed in time for the Olympic Games.

Olympic Youth Jamborees

14 April 1984. The first of five Olympic Youth Jamborees was held at a Los Angeles high school, with other jamborees later staged at schools in other Southern California communities (the South Bay, the San Fernando Valley, Ventura County and East Los Angeles). The events featured an Olympic-style torch-lighting of a jamboree flame (similar to the Olympic torch and flame) and youth competition in several athletic events with participants being awarded Olympic-style medals by Spirit Team (former and present Olympians) members. Additional color and pageantry was provided by fully costumed folklore dance groups representing the United States, Mexico, Africa, Cuba, Korea, Japan, the South Pacific and the Caribbean.

Torch relay begins

8 May 1984. The Olympic Torch Relay began at the United Nations Plaza in New York City, preceded by ceremonies involving local, national and international dignitaries. The 82-day, 15,000-kilometer relay ultimately raised millions of dollars for national youth groups through its Youth Legacy Kilometer Program.

The Big Picture

13 July 1984. Celebrities were recruited to participate in "The Big Picture" co-sponsored by the LAOOC and the downtown Los Angeles Central City Association. More than 15,000 Angelenos joined Mayor Tom Bradley and other civic and business leaders for a photograph session welcoming the world to Los Angeles.

The Big Picture was photographed one day prior to the opening of the Olympic villages and served as a dramatic way to kick-off many activities and events in anticipation of the Games in Los Angeles.

Summary

While admittedly relying on the News Department for highly credible, no-cost publicity, the Public Relations Department made little if any headway in finalizing an actual program it could implement to influence public opinion. Several short-term public relations ideas were proposed by a variety of operating department managers, but the LAOOC seemed content with the favorable publicity generated by events and the News Department on a regular basis.

The need for a distinct public relations program aimed at shaping public opinion lessened as the Games drew closer; the building momentum and growing anticipation for the event itself far exceeded the potential value of any contrived attempt to garner public support. However, the importance of several public service programs designed to enhance communication and foster understanding about the Olympics grew in significance.

The Public Information Department, for example, filled a need for more direct contact with Southern California residents by creating a telephone hotline that the public could call to voice concerns, ask questions or offer support. The Speaker's Bureau and the unique Olympic Spirit Team offered even more personal contact by dispersing LAOOC staff members and Olympians to share information and experiences with the public. And the visibility of the Community Relations Department increased when it established satellite LAOOC offices to address troublesome local issues in minority communities near Olympic venues.

Combined, these service programs provided the communication needed to share the Olympic excitement throughout the greater Los Angeles area.

28.02 Community relations

Possibly the most challenging area within the Public Relations Department was that of Community Relations. In January 1984, just six months before the Games, the entire Community Relations staff consisted of three people. It was apparent that members of the communities where Olympic events would be held believed that planning for pre-Games or actual Olympic events was being conducted without consideration of their needs or interests. The challenge for the LAOOC, therefore, was to develop policies, programs and procedures whereby people in the community could become involved with preparations for the Games.

The Organizing Committee had to overcome preconceived notions that it was a large, monolithic, westside organization with little or no insight to communities in downtown and other Los Angeles areas. Advice from qualified people who understood both the community and the goals and tasks of the LAOOC was sought, and additional staff was hired to address the growing community concern and discomfort.

The Community Relations staff opened an office in the Exposition Park area near the Coliseum in early April 1984 under the direction of two administrators—a director of programs and a director of operations—and five additional staff members. This gave residents of the south-central L.A. community—mostly black and Hispanic—direct and easy access to the LAOOC, a lack of which was one of the primary concerns of local civic leaders. In May 1984, the LAOOC opened a second satellite office in East Los Angeles, an area with a majority Hispanic and Asian population.

With the establishment of an Exposition Park office, the successful Olympic Neighbor programs—23 in all, each oriented around the various sports venues throughout Southern California—moved to this central office. These programs provided a link between the many communities which hosted Olympic competitions and the LAOOC. Olympic Neighbor groups consisted of local residents who were concerned about the success of the Games, were interested in the impact on the community and actively exhibited a strong desire to be involved in Olympic activities.

The LAOOC recognized the need for a community relations program as early as two and one-half years before the Games when former Olympian John Carlos (1968 bronze medalist in the 200-meter dash) was hired to develop community outreach ideas. A department responsible for these programs was slow in developing, though, as it was first believed that the Community Relations Department should proceed under the direction of the LAOOC's Government Relations Department before settling under the auspices of the Director of Public Relations. Once that administrative decision was reached, the Community Relations Department identified a number of projects which it would help develop over the next 24 months. They were:

- Olympic Neighbor program
- Banner allocation program
- Community action program
- Neighborhood Olympic viewing sites program

Olympic Neighbor program

The Olympic Neighbor program was developed to assist communities that immediately surrounded an Olympic competition site or village. As area residents became increasingly aware of the work of the LAOOC and the impending arrival of the Games, a need developed for more organized community involvement. Under the direction of the Community Relations Department, more than two dozen Olympic Neighbor organizations were created to coordinate Olympic-related activities in their area and address local questions about the Games. An LAOOC community relations officer acted as the communication link between the LAOOC and the local chapter's steering committee. Total membership in each Olympic Neighbor group averaged 350. The goals of each Olympic Neighbor program were three-fold:

- To participate in LAOOC activities in support of the Olympic Games
- To advise the LAOOC of specific Olympic-related concerns affecting local communities
- To promote goodwill and friendship with visitors to the Games from other countries

Each group operated independently of the others in order to maximize the creative energies needed to address concerns and solve problems specific to local communities. The success of each program rested on the enthusiasm and cooperative efforts of local participants, and incentives such as weekend sports festivals, poster contests and receptions with Olympians were productive. In all, more than 5,000 volunteers eventually worked with activities related to the Olympic Neighbor program in these Southern California communities:

Volunteer Olympic neighborhood groups

Community	Olympic neighbor group	Nearest sport site
Anaheim	Orange County Olympic Committee	Wrestling
Arcadia	Arcadia Olympic Commission	Equestrian
Carson	Carson Olympic Spirit Committee	Cycling
Coto de Caza	Coto de Caza Olympic Neighbors	Modern Pentathlon
East L.A.	East Los Angeles College President's Advisory Board	Hockey
Fairbanks Ranch	Fairbanks/Rancho Olympic Neighbors	Equestrian
Fullerton	Fullerton Olympic Neighbors	Handball
Inglewood	Inglewood Olympic Neighbor Committee	Basketball
Long Beach	Long Beach Committee for the 1984 Games	Volleyball/ Fencing/Yachting
Malibu	Malibu Olympic Neighbors	Water Polo
Mission Viejo	Mission Viejo Olympic Neighbors	Cycling
Monterey Park/ San Gabriel	CSULA Olympic Neighbors	Judo
Ojai	Ojai Valley Olympic Neighbors	Canoeing/Rowing
Oxnard	Oxnard 1984 Summer Games Task Force	Canoeing/Rowing
Palo Alto	Palo Alto/Menlo Park Olympic Neighbor Committee	Football
Pasadena	Pasadena Olympic Neighbors	Football
Prado Recreational Area	Chino Valley Committee for the 1984 Games	Shooting
Santa Barbara	Santa Barbara Olympic Neighbors	Canoeing/Rowing
Ventura	Ventura Community Coordinating Council	Canoeing/Rowing
West L.A.	West L.A. Olympic Neighbor Steering Committee	Gymnastics/ Tennis
Westchester	Westchester/LAX Committee for the 1984 Games	Weightlifting

Banner allocation program

In April 1984, the LAOOC presented a cooperative idea to decorate city streets throughout Southern California with the festive Look of the Games. In conjunction with the Architecture and Design departments, the Community Relations staff would deliver banners and flags to any city or community that would absorb the expense of installation. The response was overwhelming, as 83 of some 130 Southern California municipalities enrolled in the banner allocation program.

The banners were installed at every Olympic sports venue, along major arterials leading to Olympic venues, and along torch relay, cycling road race, marathon and walk routes. These colorful banners presented a festive atmosphere for visitors and residents alike, and proved so popular that they became a target of souvenir hunters before the close of the Games. After the Games, host communities donated the banners to local organizations and/or individuals who provided funding to install the banners. Unused fabricated banners were auctioned at local fundraisers in order to raise revenue for local youth groups.

Community Action program

In the month prior to the Games, the Community Relations Department initiated its final push for civic involvement with its Community Action Program (CAP). More than two million promotional items carrying the *Welcome LA84* symbol in festive colors were distributed throughout Southern California, including 1.5 million bumper stickers, 650,000 buttons and 200,000 posters. The *Welcome LA84* slogan was translated and produced in 16 different languages to foster goodwill in Los Angeles' many ethnic communities as well as among foreign visitors to the Games.

Much of the *Welcome LA84* material was distributed through Community Relations Department satellite offices at Exposition Park and in east Los Angeles, as well as at businesses near the Olympic villages and as incentives to LAOOC volunteer and paid staff. Other groups and organizations targeted by CAP to receive these promotional materials included:

- Chambers of Commerce
- City governments
- Information booths

- Handicapped groups
- Hospitals
- Neighborhood groups
- Libraries
- Parks
- Police departments
- Recreation areas
- Schools
- Sponsor corporations
- Steering committees
- Ticket centers
- Venues
- Villages
- Youth organizations

Neighborhood Olympic viewing sites

In order to make the Games visible to as large a cross-section of Los Angeles' diverse population as possible, the LAOOC devised a program to establish neighborhood Olympic viewing sites. Television sets were installed at selected community-service facilities so that nearby residents could, as a group, watch and enjoy the Olympic Games. Seven viewing sites were selected based on the ethnic diversity of the surrounding community, the facility's administrative and social stature within the community, potential daily attendance, available security for equipment, operating hours which coincided with television broadcast hours and administrative manpower to staff the facility. Video equipment was provided by LAOOC sponsor Sanyo Electric Company, and other promotional (bumper stickers, buttons, pins, posters, etc.) and consumable items (popcorn, soft drinks) were distributed by Community Relations volunteers at each site.

Perhaps the most successful neighborhood Olympic viewing site was in downtown Los Angeles at the Midnight Mission, a community center designed to aid unemployed transients. This site also aroused the media's attention during the Games with eight newspaper and seven television reports describing the enthusiasm displayed by viewers who took advantage of the program.

28.03

Public information

28.03.1 Area of responsibility

The LAOOC created a Public Information Department in April 1983 as a direct response to a growing need to assemble and disseminate information and respond to inquiries and requests from an increasingly interested general public. The basic concept was to provide the Southern California community, the state of California and the nation as a whole, all non-News Department information generated by

the LAOOC. This allowed the News Department to service its main clients—members of the print and broadcast media—without the interruption of a curious general public.

The public information staff gathered a variety of information as vast as the Organizing Committee itself, establishing a unique and effective system of in-house reporters who maintained regular contact with each LAOOC operating department. General information in areas such as employment, housing, licensing, merchandising, sports, ticketing and transportation was collected, and Public Information Department assistance was also offered to high-visibility endeavors such as the Olympic Arts Festival, Olympic Torch Relay and Olympic Youth Programs.

In the process of gathering data to service pressing information needs, the Public Information Department also distributed a monthly employee newsletter to fill a void in internal communications. Many LAOOC operating departments, which by late 1983 and early 1984 were growing at exponential rates, were faced with inefficiencies due to a lack of staff knowledge regarding even the most basic administrative policies and procedures. Since the Public Information Department received most if not all pertinent data, it also made a concerted effort to share it as the LAOOC's in-house general information resource center.

The Public Information Department, then, evolved into a much-needed clearinghouse for both internal (administrative) and external (general information) communications. And in the process, four major areas of responsibility were defined to best serve the needs of the general public and the LAOOC:

- Telephone requests and inquiries
- Written requests and inquiries
- Remote ticketing and information booths
- Venue information operations at information kiosks

Staff volunteers who served as telephone bank operators were the single most vital resource which made these external communication efforts a success. In the process of relying very heavily on their services, the Public Information Department evolved into the LAOOC's in-house expert on

motivating and providing incentives for unpaid staff. To boost morale among volunteers working in the pre-Games period, for example, the Public Information Department organized and implemented a series of welcoming celebrations along the route of the torch relay. More than 50,000 T-shirts and flags were distributed to volunteers and their families to help foster a sense of pride and teamwork.

The Public Information Department also coordinated several special events involving the entire Organizing Committee staff, such as: an LAOOC-night at Dodger Stadium in September 1983; an all-staff Christmas party in December 1983; and a special commemoration of the birthday of United States civil rights leader Dr. Martin Luther King in mid-January 1984. These events provided firm evidence of the level of appreciation and respect felt for the organizing efforts of paid and unpaid staff alike.

One final contribution which evolved from the effective internal and external communications was the formation of the LAOOC Alumni Organization. This group was a natural outgrowth of the positive attitude displayed by volunteers, designed to preserve the spirit generated by the Olympic movement in Los Angeles. Out of some 44,000 volunteer and full-time Games staff members given the opportunity to join, more than 25,000 (approximately 57 percent) submitted alumni membership forms. In November 1984, a 374-page membership directory containing nearly 20,000 names was published and distributed. Holiday greeting cards were sent to LAOOC Alumni Organization members in December, and a quarterly newsletter was begun in 1985.

28.03.2

Public information telephone bank

The first obvious need addressed by the Public Information Department was to resolve the growing backlog of written and telephone inquiries and requests directed to the LAOOC. There had been no real organized effort or ability to respond to the increasing number of public inquiries regarding the Olympic Games and the best solution was to immediately form a telephone information operation. A "phone bank" was created with a core group of six volunteers in May 1983 that grew to a total of more than 80 volunteers at the time of the Games.

At its peak, this telephone information bank had as many as 120 volunteers handling one out of every two calls coming into the LAOOC's Marina Center headquarters. Call volume averaged 1,500 calls per day during the peak pre-Olympic period, then grew to a maximum of 8,300 calls per day during the Games.

A separate phone bank telephone line (305-8383) was installed in May 1983, and immediate operator-assisted referrals began coming into LAOOC headquarters. A listing for "LAOOC Public Information" was also published in all Southern California telephone directories along with a list of subjects which could be broached by dialing that number. This public information telephone number was also promoted through a series of radio and television public service announcements as well as on community-wide billboards. A separate phone line was installed for deaf or hearing-impaired persons.

By providing a centralized phone bank to handle calls from the public, other LAOOC operating departments were relieved of the increasing burden of handling unsolicited, time-consuming telephone inquiries. Any call coming into the main switchboard (305-1984) requesting general information about the Organizing Committee and/or the Games itself was directed to the Public Information Department.

The information phone bank was staffed entirely by volunteers under the supervision of public information staff. Through the course of operations, several volunteers assumed supervisory responsibilities based upon their performance, capabilities, interest and desire. Staff supervisors designed and maintained an on-going training program, necessitated by the exclusive use of volunteers working only two or three days per week. A comprehensive training notebook and regularly updated bulletin boards kept volunteers abreast of changes in policies and procedures, particularly in the period immediately preceding the Games.

Increased demand led to expansion of the public information program during the months leading to the Games and

caused the phone bank to become the single largest volunteer-staffed program within the LAOOC. Volunteer operators were trained to handle inquiries on a wide range of Olympic-related matters, including:

- LAOOC programs (Olympic Arts Festival, torch relay, youth services, etc.)
- Olympic venue information (parking, handicapped access, policies affecting spectators, staff, etc.)
- Referrals to non-LAOOC affiliated agencies (primarily in the field of residential rentals, visitor information, etc.)
- Sponsor/licensee/supplier information (availability and location of licensed merchandise, etc.)
- Tickets (availability, prices, sales locations, etc.)
- Transportation (available public transportation to venues, suggested traffic routes, etc.)

Shortly after the beginning of 1984, several other operations were consolidated with phone bank operation. The employment phone hotline, run by the Human Resources Department for volunteer recruitment purposes, and the Olympic Torch Relay information line were incorporated into the existing general Olympic information area. This reduced the duplication of efforts among departments and added to the overall efficiency and ease of public communications with the LAOOC. In a two-month period preceding the Games (20 May–14 July 1984), the following inquiry topics were logged from nearly 50,000 calls:

<i>Subject of inquiry</i>	<i>Percent</i>
Employment opportunities	34.0
Tickets	12.3
Sports	7.2
Volunteer opportunities	4.2
Transportation	4.1
Games staffing problems	3.8
Accommodations	3.0
Merchandise	3.0
News/press operations	1.7
Olympic Arts Festival	1.5
Sponsors	1.3
Torch relay	1.1
Olympic coins	0.8
Miscellaneous	22.0
Total Calls: 47,379	100.0%

During the actual period of the Olympics, the information telephone bank became subject to the same restrictions and procedures required under the Games staffing system for Olympic venues. Volunteers who had

previously staffed the information operation but had indicated a desire to work at outside Olympic venues were dispersed to new assignments. In turn, a new group of 150 volunteers was recruited specifically to staff the phone bank as their Games assignment. The existing training notebooks containing information on all LAOOC activities helped integrate new staff members into the existing system.

The phone bank created by the Public Information Department was extremely well planned, operated and received. Once the general public had the ability to call the LAOOC directly to talk about their concerns and questions, they could feel more a part of the Olympics in Los Angeles. This concerted effort of servicing the local community would have been welcome at an earlier date when public opinion about the LAOOC was first being formed, but the building enthusiasm and support for the Games were enough to keep this oversight from becoming a long-term detriment. Future planners would be well advised to provide a similar ongoing public service early in their organizing efforts.

28.03.3 Correspondence and informational materials

In addition to telephone inquiries, the information telephone bank staff also handled general inquiries received through mail addressed to the LAOOC. With the continuing flow and increasing volume of mail received, a series of standard reply cards and form letters were designed to answer questions regarding ticket requests, souvenir requests and general information. The department's regularly updated information notebooks were the primary source of information used in responding to other correspondence inquiries. Many of these informational requests came from foreign addresses and, with the assistance of the Language Services Department, received a response from the Public Information Department.

The Public Information Department also produced a general information brochure in conjunction with the Publications Department for distribution to the general public. A total of

750,000 eight-panel brochures were produced in two separate print runs, first in an English-only format and then updated as a bilingual (Spanish and English) publication to serve Southern California's large Hispanic community.

This general information brochure contained summaries of highly visible LAOOC programs such as the Olympic Arts Festival, the Olympic Patron Program, the torch relay and youth services. It also featured information on official LAOOC and Olympic symbols (Olympic rings, pictograms, *Sam the Olympic Eagle* and the *Star in Motion*), and visitor information such as accommodations, ticket availability and transportation. Projects affiliated with the LAOOC such as the Olympic souvenir coin and stamp programs were also reviewed. This 4x10-inch brochure was mailed directly to people making written inquiries for background information about the LAOOC and the Olympics and were also distributed by LAOOC personnel making public appearances on behalf of the Organizing Committee.

In the course of handling all general correspondence from the public at large, the Public Information Department also disseminated other LAOOC-generated publications. The "Olympic Update" newsletter, brochures on *Sam the Olympic Eagle*, lists of LAOOC sponsors, licensees and suppliers, Olympic coin flyers, U.S. Postal Service stamp brochures, visitor accommodations information brochures and other publications were mailed upon request.

28.03.4 Remote ticketing and information centers

The Public Information Department, in conjunction with the Ticketing Department, established and operated nine LAOOC Olympic Ticketing and Information Centers in June 1984, which were located in major shopping centers throughout Southern California. An information program was designed specifically to service the needs of ticket purchasers at the centers, with a particular emphasis placed on the availability of public transportation to Olympic sites. Ticket purchasers also sought information on the sports making up the Olympic program, teams and athletes participating, and (in team sports) pairings and competition schedules.



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7 Spectators flock to the venues and to the yellow-topped information centers.

8 Ticket buyers patronize Olympic ticket centers.

Other information made available through brochures and order forms included LAOOC Youth Sports programs, Olympic Arts Festival ticketing and performance schedules, and Olympic-related programs such as Olympic coins, stamps and commemorative (California) license plates. In addition, staff at each Ticketing Center gathered information from merchants regarding availability and location of LAOOC-licensed merchandise within each shopping center. Ticketing Center information agents were trained in ticketing procedures as well as answering general information questions, though some inquiries were referred directly to the Public Information Department's telephone bank at the Marina Center. Each information booth was equipped with a telephone to enhance communication with LAOOC headquarters and for use in the event of medical or security emergencies. In return, public information staff members kept personnel at the outlying Ticketing centers abreast of policy changes and/or updated information on a regular basis.

28.03.5

Venue information operations

The Public Information Department staffed and operated at least one information kiosk at each Olympic venue for the convenience of the spectator public. In cases such as the

equestrian event at Fairbanks Ranch, the cycling road race at Mission Viejo, and in the Exposition Park/Coliseum/Sports Arena area, up to nine information facilities were set up to handle the geographical expanse and spectator volume involved.

General information concerning Games competition and events schedule, venue policies and facilities, overall LAOOC operations, transportation options, emergency resources and nearby community services was readily available. Volunteers were recruited to staff these information kiosks and to assume management responsibility for individual venue operations under the supervision of Public Information staff.

Venue information operations were based largely on experience gained through participation in the series of pre-Olympic (LA83) events sponsored by the LAOOC. The 23 Olympic sites were divided among nine full-time Public Information staff members, who recruited volunteer staff for their venues with the help of Olympic Neighbor programs and other local community resources. Reference materials specific to each venue were assembled, volunteer staff was trained and detailed operational plans for each venue were prepared and approved.

In general, designated volunteer coordinators assumed total on-site management responsibility at each venue during the Games. The information kiosks opened approximately 90 minutes prior to the scheduled start of competition. Public information staff members maintained an on-site presence as necessary, particularly during the first day of competition while the volunteer coordinator dealt with venue management and resolved problems.

LAOOC policy precluded the distribution of printed information materials other than officially licensed or LAOOC-generated publications at the venues. Therefore, public information volunteers staffing the kiosks were trained to verbally answer questions dealing with:

- Location of facilities within or near the venue
- Specific information regarding individual athletes, competition and/or teams
- Emergency information such as first aid and security
- Non-emergency information such as nearby shopping areas or service stations

- Information regarding community services or tourist attractions
- General Olympic and LAOOC program information such as schedules, tickets, etc.

A standardized information notebook was prepared for each venue that outlined emergency, community, and Organizing Committee information and policies, along with non-Olympic related resources and agencies that might benefit the visiting public. Additions and alterations to this notebook's format were made at the discretion of each venue's public information coordinator to maximize its usefulness at each Olympic site.

Each information kiosk was staffed by three trained volunteers, one of whom was a coordinator or supervisor. Language-skilled personnel were also recruited to serve at information booths where deemed necessary. Virtually every kiosk was equipped with a telephone in order to communicate with centralized public information operations at LAOOC headquarters, as well as with management and other departments within each venue. It should also be noted that these telephone communications proved extremely valuable in assisting venue spectators and staff in many medical and/or security emergencies.

Communications between LAOOC Public Information Department headquarters at the Marina Center and venue coordinators were conducted on a regular basis via a schedule of mandatory telephone check-ins. Daily Electronic Message System (EMS) report forms were also required to be sent. Conversely, any information collected by centralized public information management was distributed to the venues via EMS. This procedure proved to be particularly helpful in regards to ticket availability during the time of the Games.

28.03.6 Reflections on the public information program

The overall success of the LAOOC's public information program can be attributed to two factors; the use of a large and dedicated volunteer work force, and a flexible staff structure. Recognizing the Organizing Committee's commitment to use volunteers during the Games, the Public Information Department recruited, trained and utilized volunteers in all early phases of its operations.

Through the efficient use of volunteer staff, the information program saved the LAOOC a substantial amount of money in salaries and guaranteed the quality of work generated during the Games period. Broadly speaking, the work of volunteers in Public Information was of superior quality and their enthusiasm and dedication was sustained at a higher level.

The Public Information Department's structure, which combined both centralized and venue-oriented staff reporting and responsibilities, allowed for much-needed flexibility and added to the program's depth and versatility. The amount of cross training and dual responsibilities shared between venue operations and the phone bank, for example, allowed for maximum intercommunication and exchange of information. An overall program for similar direct communication between future Olympic organizing committees and the local, national and international publics they impact is strongly encouraged.

28.04 Audio-visual, radio and television

28.04.1 Audio-visual: Film, photography and video

The Audio-visual Department had primary responsibility for producing videotape and film projects in conjunction with the Public Relations Department to help foster understanding of the LAOOC's planning efforts. These projects helped mobilize public support, promote enthusiasm, enlist volunteers and spread information about Olympic tickets, the Arts Festival, the Olympic Torch Relay and transportation alternatives during the Games.

As a support and service arm for LAOOC operating departments, the Audio-visual Department had responsibility for the following areas:

- Production of all films, videotapes, radio and television public service announcements (PSAs) and multi-image presentations for operating departments within the LAOOC
- Planning, coordinating and staging large-scale LAOOC staff meetings, seminars, training sessions, press conferences (except those handled by the News Department) and social events
- Photography and film processing for all events requested by LAOOC operating departments
- Maintenance of slide, film and videotape libraries for LAOOC use
- Duplication of films, prints and slides for LAOOC use
- Providing technical consultation and services to corporate sponsors and government agencies when resources permitted

While the Audio-visual Department began operating on a limited basis in June 1983, technical resources prevented the department from being fully operational until February 1984.

By that time, a complete organizational and tracking system was developed for each technical area (videotape, film, photography, etc.) and forms were developed for lending equipment and scheduling services. Additional equipment was purchased from March to May 1984 as demand for these audio-visual services increased.

Photography

Prior to staffing the Audio-visual Department, the LAOOC relied on outside contractors to produce films, videotapes, visual aids and even photographs. Before the appointment of a full-time staff photographer, many official Organizing Committee functions went undocumented, while others were covered by two or more photographers who had been contacted due to overlapping responsibilities by different operating departments. With a growing demand for black-and-white and color photography on increasingly shorter notice, the first audio-visual employee hired was a staff photographer in September 1983.

Nearly 50,000 photographs (1,385 rolls of film) were taken by the photography staff in the six-month period closest to the Games (15 February–20 August 1984); 80 percent of the film developed was color reversal (slide) film and 20 percent was color or black- and- white negative film for prints. A total of 1,888 photos were printed and an additional 2,469 color slides were duplicated. Pre-Olympic and Games photographs—more than 100,000 total images—were also shot and filed at a Los Angeles photo studio contracted for special projects.

Film and video

The first film featuring the LAOOC and its preparations for the Games was produced by the LAOOC's host broadcaster, ABC, in late 1982 and premiered at the January 1983 meeting of the IOC Executive Board and NOCs. This 32-minute film entitled "*Sharing the Dream*" recalled the glory of past Olympiads and previewed the planning for the Games in Los Angeles. It included an overview of the Organizing Committee, a look at Olympic venues, the Olympic Arts Festival, youth programs, athlete villages and transportation planning. When the Public Relations Department made a commitment to audio-visual promotional aids, one of its first mandates was to update this original film presentation. The result was a 14-minute production in both videotape and 16 mm format, also titled "*Sharing the Dream*" which premiered in June 1983. This in-house promotional piece depicted the commitment of the LAOOC to its sponsors and to developing a youth sports legacy, and invited the world to support and attend the Games.



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9 The Olympic Spirit team in action.

10 The LAOCC audio-visual department keeps a filmed record of Games' planning.

More than two dozen film and/or video productions followed those early efforts, including a cooperative venture with an official Olympic sponsor. As part of United Airlines' regular in-flight video programming, nine three-minute short films dealing with various aspects of the Games were produced by the LAOCC. These shorts were part of the "United Report" and aired every four weeks on a rotating basis in late 1983 and early 1984 to an estimated 900,000 passengers monthly. Major LAOCC video and/or film titles included:

- "Sharing the Dream," on 16 mm film, 32 minutes, January 1983 (see above)
- "Sharing the Dream," on videotape and 16 mm film, 14 minutes, June 1983 (see above)
- "United Report," nine 3-minute reports on videotape, 1983-84 (see above)
- "To Leave a Legacy," on videotape, 5 minutes, September 1983 (described the Olympic Torch Relay and how it was designed to benefit United States youth programs)
- "1984 Olympic Villages," on videotape, 14 minutes, October 1983 (described accommodations, medical facilities and meals for athletes at the villages)
- "LA83 Events," on videotape and 16 mm film, 10 minutes, November 1983 (described preparations for the Games with reference to the LAOCC-sponsored pre-Olympic competitions)
- "Olympic Arts Festival," on videotape, 4 minutes, January 1984 (promotional videotape which featured the Arts Festival and ticket sales)
- "Look of the Games," on videotape, 6 minutes, February 1984 (originally a six-projector slide show which was transferred to videotape and described overall design of the Games)
- "Play a Part in History," on videotape and 16 mm film, 7 minutes, May 1984 (orientation film that encouraged volunteer participation for Games staffing)
- "Legacy of the Flame," on videotape and 16 mm film, 7 minutes, June 1984 (first documentary on the cross country Olympic Torch Relay)
- "An American Odyssey," on videotape and 16 mm film, 9 minutes, July 1984 (updated documentary on the torch relay)
- "America Runs," on videotape and 16 mm film, 12 minutes, October 1984 (final documentation of the coast-to-coast torch relay including the lighting of the Olympic flame at the Games)

The most visible project coordinated by the Audio-visual Department was the Olympic Torch Relay trilogy produced immediately before and after the

Games. Part one ("Legacy of the Flame") covered the early stages of the relay; part two ("An American Odyssey") followed the Olympic flame from the East Coast to the West Coast; and part three ("America Runs") documented the historic relay from its New York City beginning to its arrival in Los Angeles and the Coliseum.

28.04.2 Public service announcements in the pre-Games period

In its efforts to increase public awareness well in advance of the Games, the LAOCC Public Information Department implemented a multi-faceted media campaign involving the public service aspect of television and radio broadcasting in Southern California. Topical public service announcements (PSAs) were generated for each of the 1983 pre-Olympic (LA83) events as well as for special LAOCC projects, including the Human Resources Department's Employee Lend-Lease program and volunteer staff recruitment efforts.

An initial series of eight television PSAs were created by an independent producer under contract to the LAOCC. These announcements centered on the personal achievements of several former Olympic athletes and were completed in September 1983, then previewed for local public service directors at an LAOCC-sponsored reception. The series was well received and was given significant local airplay through fall 1983 and winter 1984. These PSAs were also distributed to major cable television systems and to several cable networks in the United States and were also made available to United Airlines for use on its in-flight programming.

A series of radio PSAs featuring Olympic athletes and coaches from the New England area was produced and distributed in Boston, Massachusetts and other markets in the northeastern United States. A similar series of announcements geared toward Olympic football was produced in San Francisco and other northern California markets. Combined, these public service announcements helped promote ticket sales at the football venues at Annapolis, Harvard and Stanford.

The final public service campaign generated by the Public Information Department was coordinated with the marketing and public relations efforts of the Olympic Torch Relay. A 30-

second television announcement was produced using existing materials, then made available to the torch relay staff for distribution as necessary. Subsequent efforts in the production of public service announcements were undertaken by the Audio-visual Department of the Public Relations Department.

28.04.3 Public service announcements during the Games period

Among the many last-minute projects organized by the Public Relations Department was a public service announcement campaign for both radio and television in mid-June 1984. The purpose of this campaign was to saturate the greater Los Angeles area with two main messages: 1) transportation options, particularly the Olympic Shuttle Bus system and 2) the Olympic Neighbor Committee programs, particularly the "Welcome to L.A." campaign.

After witnessing the wave of enthusiasm that swept through Sarajevo at the XIVth Winter Games, LAOOC management was hopeful that similar public opinion would spread throughout Southern California as the Games approached. The LAOOC hoped to initiate a "good neighbor" policy to encourage visitors to attend the Games and also to educate Los Angeles residents on transportation alternatives in hopes of avoiding potential traffic problems.

Advertising was ruled the most effective way to transmit these messages, but funds were limited and time was short. It was determined that the quickest, least expensive and most highly visible method of forming public opinion was through radio and television PSAs using celebrities from the local entertainment industry. A telephone and letter-writing campaign helped enlist the support of well-known entertainers such as Bob Hope, Phyllis Diller, Lou Rawls, Rich Little, Cathy Lee Crosby, Ricardo Montalban and others.

A total budget of \$20,000 covered the cost of taping, materials, editing and production; the entire project was completed in just four weeks after the proposal was submitted. Normal timelines would have required a three to four-month production schedule. The quality of the final product and the urgent nature of the theme was enough to convince 38 radio stations and 13 television stations to begin airing these public service announcements almost immediately. Following are examples of actual PSA scripts recorded for broadcast on radio and/or television:

Transportation public service announcements

0:10 — "Hello, I'm Monty Hall, with a deal. During the Olympics, avoid traffic by taking an Olympic Shuttle Bus. That way, everyone's a winner!"

0:20 — "Hello, I'm Ed McMahon. No doubt about it, we love our cars here in L.A. But during the Olympics, let's try to cut down on traffic. Join a carpool or, better yet, take the Olympic Shuttle Bus. For information, dial (telephone number). With that number... (telephone number)... you'll be playing your part in history."

0:30 — "Hi, I'm Cathy Lee Crosby. During the Olympics, you'll hear a lot about "teamwork." But it doesn't just apply to our athletes... it's important that we all work together. Now, traffic could be a problem. So, for those two weeks, let's team up and keep traffic down. How about a carpool with friends and co-workers? Or better yet, park your car and take an air-conditioned Olympic Shuttle Bus. For information on special routes and schedules, call (telephone). We'll all be glad you did."

"Welcome to L.A." public service announcements

0:10 — "Hello, I'm Ed McMahon. Let's play our part in Olympic history, and show the world just how friendly and helpful L.A. can be."

0:20 — "Hello, I'm Monty Hall. You know, I've seen some deals in my time, but this summer's Olympic Games takes the prize. It's a chance for each of us to play a part in his tory.. by showing the world how friendly and helpful we can be. So, let's work together to make this the greatest Olympics ever. Deal?"

0:30 — "Hi, I'm Cathy Lee Crosby. The Olympic Games are fast approaching... and you'll hear a lot about the 'Olympic Spirit' in the weeks to come. It's more than gold medals and national pride... it's a spirit of international cooperation and understanding. We can all play a part in Olympic history by showing the world how helpful and friendly our city can be. Remember, the Olympic Games only last for two weeks. So please, let's all join together and make our guests feel at home!"

28.04.4 Radio and television

Several radio and television features were produced by outside programmers and sanctioned by the LAOOC to promote understanding and interest in the Olympic movement. "The Olympic Minute", a series of 60-second radio spots, presented an overview of the Olympic Games from ancient times to the present day, with a special focus on Los Angeles and the Games of the XXIIIrd Olympiad. The 260-segment series, designed for broadcast one per day, five days a week, began on 1 August 1983 and continued through 27 July 1984. A weekly television

program previewing the 1984 Olympic Games began airing on the national USA Cable Network on 3 August 1983. This 30-minute program entitled "Countdown to '84: Sarajevo and Los Angeles", ultimately aired in 18 countries and was translated into several languages. Each weekly program featured news from pre-Olympic competitions worldwide, profiles of likely Olympic participants, updates on records and analysis of Olympic events and favorites.

28.05 Speaker's Bureau

28.05.1 Formation of the bureau

The Speakers Bureau was one of the first activities formed by LAOOC administration once the organizing effort began in May 1979. At that time, the public had very little knowledge of the Olympic Games coming to Los Angeles and of the approach the LAOOC would take in staging the Games through the private sector. There was much concern and some fear that the Games would bring massive costs, transportation tie-ups and security problems to Los Angeles. Many residents were skeptical that the Olympics would actually take place in their city, nor were they excited about the prospect.

This was the challenge, then, when the Speakers Bureau met for the first time on 27 June 1979. A dozen former Olympic athletes gathered under the direction of a manager and in five years the participants numbered more than 150 speakers, drawn from the local civic and business community, the LAOOC staff and additional athletes who were part of the Olympic Spirit Team.

The Speakers Bureau experienced its largest growth during the year before the Games when demand increased and speech topics became more specific. As local groups became increasingly aware of how the Olympics would affect them, they wanted to learn as much as they could about issues such as construction, design, finances, food services, health services, security, tickets, transportation and volunteer services.

In the five-year period during which the bureau operated (July 1979–July 1984), approximately 2,000 speeches were made to an estimated audience of 560,000 people. In peak periods before the Games, up to 60 speeches were given during a month, sometimes as many as seven or eight per day. The majority of speeches were during lunch or dinner hours to local businesses, chambers of commerce, homeowners groups, professional organizations, schools and service clubs.

Given enough lead time (three to four weeks), all requests for speakers were

honored if possible, although a minimum audience of 50 was requested. The bureau did not provide speakers for pro-con debate situations or if there were other speakers on the program. All speaking engagements were coordinated by the LAOOC Speakers Bureau office and not by the individual speaker; direct requests to members were referred to the bureau office so proper arrangements could be made. To fill a request, a speech profile form was sent to the organization to confirm the appearance (time, location, subject matter, etc.) and to obtain background information about the organization and its members. This data was helpful in determining the most appropriate Speakers Bureau member to address the organization. Other details such as who would be seated at the head table, who would introduce the speaker, names of public or political officials expected to attend and potential press coverage were also requested. A complete file on each speaker was maintained and a biography was mailed along with a letter confirming the speaking engagement to the organization making the request.

28.05.2 Recruitment and training

Speakers Bureau members were almost exclusively recruited from within the ranks of the Organizing Committee and among local supporters of the Olympic movement. LAOOC management, sports commissioners and staff from all operating departments augmented athletes and business people in filling requests for speakers.

Speakers received regular mailings of all Organizing Committee news releases and publications, and attended periodic meetings and briefing sessions to keep them current with LAOOC developments. Bureau members were also provided with a notebook containing up-to-date fact sheets on LAOOC structure, financing, official sponsors, tickets, transportation and venues. Before making their first presentation, new speakers were encouraged to attend and monitor an Olympic speech given by a more experienced, long-term member of the bureau. The Speakers Bureau notebook also included a section on communications skills and how to better prepare for and deliver an effective speech.

It was understood that no speaker would accept personal payment for an Olympic speech. However, the Speakers Bureau did maintain an active honorarium program. All monies received for speeches went into an LAOOC-maintained fund which helped support local youth-oriented charitable organizations. The speaker could indicate the choice of an honorarium recipient, if desired. During the five-year operation of the bureau, more than \$100,000 in honorarium monies were received and passed on to community charities.

Members of the Speakers Bureau played a vital role in shaping the positive feelings of the people of Los Angeles which culminated in their enthusiastic support and resulting success of the Games. Future organizers are encouraged to create a similar speakers bureau as part of an overall public relations program designed to inform and stimulate interest in the Olympic movement.

28.06 **Olympic Spirit Team**

28.06.1 **Concept of the team**

The LAOOC adopted a philosophy for making the 1984 Olympics a "Games for the athletes" early in its planning stages. Part of this concept called for harnessing the resources of participants from previous Olympic Games. To implement this plan, the Organizing Committee first went to a group known as the Southern California Olympians, an active Olympic alumni organization with more than 700 members. An invitation to join a new "Olympic team" was extended to each, as well as to a few specially selected Olympians who lived in other parts of the United States; some 350 responded favorably. From that group, 84 Olympians were initially selected in March 1983 to represent the Olympic Spirit Team, with the total reaching 250 members by January 1984.

The Spirit Team was made up of past and present Olympic athletes who volunteered their time to help promote the Games by sharing their personal experiences with people throughout Southern California and the United States. Operated independently of the LAOOC Speakers Bureau, the Spirit Team was implemented as a way to generate widespread enthusiasm for the upcoming Games. It also gave Olympians a chance to participate in the Olympic movement off the field of play.

Whereas the Speakers Bureau was intended to provide current information about the Organizing Committee, Spirit Team members shared their memories of previous Olympic competitions in an effort to promote personal involvement and support for the upcoming Games. The LAOOC also entrusted the Olympic Spirit Team with three main messages to deliver to its audiences: 1) that the Games could be

hosted in Southern California without financial liability to area taxpayers; 2) that more than two and one-half billion people worldwide would watch the Games taking place here; and 3) that the Games would leave an enduring legacy in Southern California.

Establishing the Spirit Team was an innovative and potentially far-reaching step in garnering favorable public attention. The individuals making up the group not only had considerable media appeal, but they were strongly motivated, articulate and enthusiastic. These former athletes were well-versed on Olympic affairs and were able to share captivating personal experiences spanning decades of Olympic history. They were able to inspire many youngsters, volunteers and entire communities by giving their time and energy to promoting sports, the Organizing Committee and the Olympic Games.

28.06.2 **Recruitment and training**

Spirit Team members were selected on the basis of past experience with the media, an active history of involvement in Olympic and sports affairs and a willingness to give speeches and interviews on behalf of the LAOOC. The group was intended to represent the broad scope of Olympic participants and their experiences, hence, membership was not restricted to medalists and included representatives of all ages.

Men and women representing each Olympic sport were on the Spirit Team roster and more than 50 members were from outside Southern California. Most competed for U.S. Olympic teams including winter Games teams, although a handful competed for other countries (Australia, Canada, Federal Republic of Germany, Great Britain, Korea and Thailand). Spirit Team members had competed at Games dating as far back as 1920 and some of the most active Spirit Team members were the more than a dozen who participated in the Games of the Xth Olympiad held in Los Angeles (1932).

The 84 original Spirit Team members attended meetings in Los Angeles in early March 1983 to receive an introduction to the LAOOC's organizing efforts. They were given brief presentations by the heads of major departments within the LAOOC and attended a series of workshops dealing with topics such as public speaking, interview techniques, talk-show formats and presentations. They also visited several of the Olympic sports venues and attended community receptions around Los Angeles.

Spirit Team administrators introduced an information notebook containing background data on the LAOOC, fact sheets on different operating departments and venues and tips on good communication skills; a similar fact book was later assembled for Speakers Bureau members. Fact sheets were included on topics such as the Olympic Arts Festival, security, sports, tickets, transportation, villages and youth programs. This information was augmented by regular mailings of news releases and publications pertaining to Organizing Committee activities.

A monthly newsletter, "*SpiritNews*", was also produced to keep Spirit Team members abreast of LAOOC policy changes, upcoming activities and general news that pertained to Olympic-related matters. The newsletter also served to bind the large group together as a fraternity, keeping the members in touch with each other as well as events. Finally, a second Spirit Team conference was held in mid-April 1984 to update members on the status of the organizing efforts for the Games and to promote the Olympians' involvement with the torch relay.

28.06.3 **Review of participation, procedures and effectiveness**

The Spirit Team participated in more than 5,000 events of varying nature and size from March 1983 through July 1984. Olympians appeared in virtually every type of parade held during that time period and visited many track (athletics) meets, swim meets, sport demonstrations, sports clinics and youth sports festivals. They attended Boy Scout and Girl Scout troop functions and toured hospitals, convalescent homes, juvenile halls and half-way homes where they spoke with residents and officials. They appeared at many award ceremonies, flag-raising, health fairs, physical education conferences, academic conferences and classrooms.

Olympians gave speeches to groups ranging in size from 50 to 50,000. The largest audiences were at pre-game or halftime activities at local sports stadiums, and other large groups greeted Spirit Team members at school assemblies, universities, military bases and service clubs. They also went to the Braille Institute and non-partisan city, county and federal government events of many kinds. The Spirit Team worked in support of the efforts of the LAOOC's Olympic Neighbor program, attending opening kick-off activities in several communities. Special events included media appearances with local and national radio and television networks, as well as participation in filming and video taping sessions for the Organizing Committee's public service announcements.

The Spirit Team was supportive of the work of other LAOOC departments such as the torch relay. Several members traveled to other states to stimulate interest in cities where the

torch would pass through. They delivered speeches, gave newspaper interviews and appeared on local radio and television talk shows. Many of the Olympians also carried the Olympic flame for a kilometer along the coast-to-coast torch route.

The Spirit Team was also a major benefactor of the LAOOC's Youth Services Department and its "Grow With the Olympics" program. About 80 members volunteered to assist the youth program by addressing school assemblies and escorting teenagers to various sports competitions during the Games. Olympians also served as marshals, judges, linesmen, timers and award presenters at the Youth Services clinics held in 1983 and 1984.

A series of forms was developed to schedule and coordinate the movements of Spirit Team members. Information sought from organizations requesting Olympians included: time, place, location, driving distance, parking availability, audience size, audience median age and diversity, type of event (speech, reception, awards ceremony, dinner, special event, etc.), length of speech, subject matter of speech, media presence and, if necessary, lodging opportunities. With this information in hand, the Spirit Team member best suited for the engagement was asked to fill the request; acceptance was based on the individual's personal schedule and desire to fill the engagement. Each speaker was later asked to return an evaluation form reviewing the event and the organization did the same. This provided helpful information in placing Olympians at subsequent events. Requests for a speaker were filled in most cases, but the Olympians had agreed in the early organization of the group not to meet commercial, political, denominational, special-interest or charity event requests.

As the Games approached, the number of requests by private and public schools increased so dramatically that it became difficult to meet every request. Nearly every school in Southern California (more than 2,000) made a request for an Olympian in the six months preceding the Games. Priority was ultimately given to LAOOC-initiated events and other activities which embraced large student populations in order to maximize the Spirit Team's effectiveness and conserve resources. Hindsight revealed that an organized program to reach the schools earlier could have helped lessen the high demand which nearly overwhelmed the Spirit Team.

29

29.01 Concept and goals

The overall goal of the Organizing Committee's Security Department was to provide a secure environment for the staging of the 1984 Olympic Games. The success of this endeavor was critical to the efforts of the Organizing Committee and especially difficult. Given the enormity of the Games' stage and audience, the individual freedoms inherent in U.S. society as guaranteed by the *Constitution of the United States* and the widely dispersed system of Olympic venues, the Olympic Games presented a tempting target for a wide variety of disruptive activities, ranging from international terrorism to massive demonstrations. Making the task particularly difficult was the fact that, as a privately run and financed corporation, the Organizing Committee—unlike previous Games organizers—possessed no law enforcement capabilities. Instead, it had to contract and coordinate security through more than 50 local, state and federal law enforcement agencies in whose jurisdictions the Games were staged. Whereas previous organizers could devise a blanket security plan that covered both Olympic and non-Olympic venues within the greater Olympics area, the Organizing Committee was fiscally and legally obligated to sharply define the parameters of its security responsibilities.

In addition to its broad, overall responsibility of ensuring a secure environment for the athletes, coaches, trainers and all members of the

Olympic Family, including journalists, the direct responsibilities of the Organizing Committee's Security Department were to:

- Protect property and assets belonging to or under contract to the Organizing Committee
- Ensure orderly behavior of spectators
- Enforce paid admission to events
- Enforce accreditation rules specified in the IOC Charter and established by the Organizing Committee
- Protect athletes at the villages, venues and training sites, and provide in-transit security for athletes to and from the villages, venues and training sites
- Protect transportation vehicles supplied by the Organizing Committee
- Provide accreditation control at the villages, venues and training sites
- Provide security for IOC officials and protect property at the Biltmore Hotel
- Provide VIP protection for a limited number of designated IOC officials
- Protect special areas, including, but not limited to the press, broadcast, accreditation, doping control and computer centers
- Protect Organizing Committee facilities, including, but not limited to headquarters at the Marina Center, the Ticketing Process Center, the Design Center, warehouses, community relations offices, job recruitment and job training sites, the administration operations

center, Security Central Operations (SCO), the Uniform Distribution Center and the vehicle pool. Deter those disposed to disrupt the Games.

Coordinate law enforcement efforts at the local, state and federal levels. Ensure that the level of security was adequate, but not excessive so that the primary focus of the Games remained on the athletic event and not on security operations. Oversee interstate security operations for the Olympic Torch Relay.

To satisfy these responsibilities the Security Department developed a concept of augmenting law enforcement with the significant deployment of unarmed private security guards. The guards' principal role was to be the "eyes and ears" of law enforcement. It was never intended for them to have law enforcement capabilities.

29.02 Explanation of the jurisdictional system

Law enforcement by jurisdiction, as used during the Olympic Games, was not designed specifically for the Games. The U.S. has historically been enforced by jurisdictions—federal, state and local—the Olympics were no exception. This is so because of the forefathers' fear of potential abuses of power by a national police force. Law enforcement by jurisdiction is the law of the land, but, nonetheless, is a complex system because of overlapping jurisdictions, particularly those between federal and local authorities. To make it work for the Olympic Games

required a great deal of coordination and cooperation among the many agencies involved.

Among the local, state and federal law enforcement agencies responsible for the planning and operation of security for the Games included the:

- Los Angeles Police Department
- Los Angeles Sheriff's Department
- California Highway Patrol
- Anaheim Police Department
- Long Beach Police Department
- Pasadena Police Department
- Arcadia Police Department
- Inglewood Police Department
- Beverly Hills Police Department
- Monterey Park Police Department
- Pomona Police Department
- Fullerton Police Department
- Carson Police Department
- University of California, Santa Barbara Police Department
- University of Southern California Police Department
- County of Los Angeles Fire Department
- Los Angeles City Fire Department
- Ventura County Sheriff's Department
- Orange County Sheriff's Department
- San Bernardino County Sheriff's Department
- San Diego County Sheriff's Department
- California National Guard
- California Department of Transportation
- State Board of Equalization
- California Department of Justice

¹ Unarmed private security guards augment the presence of law enforcement officers during the Games.



- California State System
- University of California System
- Federal Bureau of investigation
- Immigration and Naturalization Service
- Federal Aviation Authority
- Bureau of Alcohol, Tobacco and Firearms
- U.S. Secret Service
- U.S. Coast Guard
- U.S. Customs
- U.S. Postal Service
- U.S. Department of Justice
- U.S. Department of State
- U.S. Department of Defense

29.02.1

Conceptual plan

Local law enforcement had primary jurisdiction at all Olympic venues and sites. At the venues, primary and secondary jurisdictions were divided as follows:

At the athletes' villages at the University of Southern California (USC), the University of California, LOS Angeles (UCLA) and the University of California, Santa Barbara (UCSB), campus police forces ostensibly had primary jurisdiction but because they lacked sufficient resources to adequately secure the athletes, they relinquished much of the responsibility to the law enforcement agencies that had secondary jurisdiction: the Los Angeles Police Department (LAPD) at USC and UCLA and the Santa Barbara Police Department at UCSB.

In-transit security fell under the jurisdiction of numerous agencies. Because of the distances involved in traveling to and from the athletes' villages and the numerous venues and training sites, athletes' buses passed through approximately 40 different law

enforcement jurisdictions. To minimize communication problems and maintain an efficient security cover for athletes, the Organizing Committee and the Los Angeles County Sheriff's Department (LACSD) developed an athlete transportation security plan for all routes within Los Angeles County. The Sheriff's Department, having had considerable experience in transporting prisoners by bus, was assumed to have the ability and knowledge to secure the movement of athletes' buses and had the authority to take law enforcement action within the geographical boundaries of the county.

The Organizing Committee and the California Highway Patrol developed a plan to secure routes between the UCLA and UCSB Villages and sites in and around Santa Barbara County. The California Highway Patrol (CHP) was empowered to take law enforcement action within the geographical boundaries of all three counties and routinely patrol many of the highways over which athletes' buses traveled. The Orange County Sheriff's Department provided security for buses traveling within the geographical boundaries of Orange County.

29.02.2

Jurisdictional agreements

among federal and local agencies Overlapping responsibility between the Federal Bureau of Investigation (FBI) and local law enforcement, particularly the LAPD, as perceived by the media at large was the subject of much debate for many months before the Games. This debate focused on which agency would play the lead role in the event of an international incident, such as a terrorist action. Despite longstanding relationships between the agencies and their understanding of concurrent jurisdictions, this was a real issue until jurisdictional responsibilities were agreed to by the parties involved.

The sheriff of Los Angeles negotiated a memorandum of understanding with the FBI on behalf of all local law enforcement except the LAPD during late fall 1983. In this memorandum, the sheriff relinquished authority to the FBI in cases involving international incidents. The LAPD signed its memorandum of understanding with the FBI during early spring 1984 but left negotiable ultimate authority over several areas of responsibility in regard to international incidents.

29.03

Coordination between the Organizing Committee and the outside law enforcement agencies

Coordination for security planning between the Organizing Committee and the more than 50 law enforcement agencies in whose jurisdictions Olympic activities would occur was achieved through the Olympic Law Enforcement Coordinating Council (OLECC) and the Security Planning Committee (SPC).

Members of the OLECC consisted of the following:

- Peter V. Ueberroth
President
LAOOC
- Edgar N. Best
Vice President/Director of Security
LAOOC
acting for Mr. Ueberroth
- Daryl F. Gates
Chief of Police
Los Angeles Police Department
- Sherman Block
Sheriff
Los Angeles Sheriff's Department
- Richard T. Bretzing
Special Agent in Charge
Federal Bureau of Investigation
- H. Kenneth Hill
The White House
- William Anthony
Director
Department of General Services
State of California
- Charles Ussery
Chief of Police
Long Beach Police Department
- Members of the SPC consisted of the following:
- Edgar N. Best
Vice President/Director of Security
LAOOC
- William M. Rathburn
Commander
Los Angeles Police Department
- Paul Myron
Commander
Los Angeles Police Department
- Ken Rude
Captain
California Highway Patrol
(Representing State of California)
- Charles W. Clark
Deputy Chief
Long Beach Police Department
(Representing Independent Cities)
- John C. Barber
Assistant Vice Chancellor
UCLA
(Representing Campuses)
- John T. Hall
Supervising Agent
Federal Bureau of Investigation
(Representing ATF, DEA, CG, SS)
- Quintin L. Villaneuva, Jr.
Regional Commissioner
United States Customs
(Representing remaining Federal agencies)
- Ashley (Skip) Williams
Special Agent in Charge
Secret Service
(Consulting Member)
- Harold Ezell
Regional Commissioner
Immigration and Naturalization Service

Law enforcement jurisdictions

Venues	Primary jurisdiction	Secondary jurisdiction
Archery	Long Beach PD*	Los Angeles SD**
Athletics		
Coliseum	Los Angeles PD	
Marathon	Santa Monica PD	Calif. Highway Patrol (CHP)
	Los Angeles PD	
	Culver City PD	(Unincorp. area-traffic)
Baseball	Los Angeles PD	
Basketball	Inglewood PD	
Boxing	Los Angeles PD	
Canoeing	Ventura County SD	CHP (traffic)
Cycling		
Velodrome	Calif. State Univ. PD	Los Angeles PD
Mission Viejo	Orange County PD	CHP (traffic)
91 Freeway	CHP (traffic)	Torrance PD Gardena PD Los Angeles SD Long Beach PD Buena Park PD Orange County SD LaPalma PD
Equestrian		
Santa Anita	Arcadia PD	Los Angeles SD
Fairbanks Ranch	San Diego PD	San Diego PD
Fencing	Long Beach PD	
Football	Pasadena PD	Los Angeles SD
Gymnastics	UCLA PD	Los Angeles PD
Handball		
CSU-Fullerton	Calif. State Univ. PD	Fullerton PD
Forum	Inglewood PD	Orange County SD
Hockey	East L.A. College PD	Monterey Park PD
Judo	Calif. State Univ. PD	Los Angeles PD
Modern Pentathlon	Orange County SD	CHP (traffic)
Rowing	Ventura County SD	CHP (traffic)
Shooting	San Bernardino County SD	CHP (traffic)
Swimming	USC PD	Los Angeles PD
Tennis	UCLA PD	Los Angeles PD
Volleyball	Long Beach PD	
Water Polo	Los Angeles PD	
Weightlifting	Los Angeles PD	
Wrestling	Anaheim PD	Orange County SD
Yachting	Long Beach PD	U.S. Coast Guard

* Police Department
** Sheriff's Department

29.03.1 Beginning concept

OLECC was established in 1981 to coordinate the needs of the various cities and communities having Olympic security responsibilities and ultimately became the policy-making body for Olympic law enforcement planning. OLECC consisted of seven members who met quarterly during the beginning stages of planning and later bi-weekly. They represented the major law enforcement agencies involved in planning Olympic security. By mutual agreement, the local independent cities were represented by one member. OLECC reviewed information from and provided direction to the SPC which was responsible for the planning and coordination of local, state and federal law enforcement.

29.03.2 Development of Olympic Law Enforcement Coordinating Council

In January 1979, before the Organizing Committee was actively involved in security planning for the Games, the LAPD, the LACSD and the FBI took the lead and coordinated security planning. The cornerstone of the planning, which continued through the Games, was the recognition of jurisdictional autonomy. Their planning in the beginning stages consisted mainly of intelligence gathering and extensive fact-finding missions to various international sporting events such as the Pan American Games, the Commonwealth Games, the Asian Games and the 1980 Olympic Winter Games at Lake Placid, New York.

At a meeting called by the president of the Organizing Committee on 26 October 1981 and attended by 15 top-level federal security personnel and heads of 15 of 16 local law enforcement agencies, widespread coordination for security operations for the Games commenced. Following a review of the planning that had already taken place and general discussion of overall concepts, a group of five spokespersons was chosen to represent the Games on security matters.

When this group evolved into OLECC and became the primary law enforcement policy maker, others were added. Its members were:

- President of the Organizing Committee
- Chief of the LAPD
- Sheriff, LACSD
- White House aide (representing the federal government)
- Special agent in charge, Los Angeles, FBI (representing local agencies of the federal government)
- Chief of the Long Beach Police Department (representing the independent cities)
- Director of the Department of General Services (representing the state of California)

At a second meeting in November 1981, an eight-member group was selected to handle day-to-day security operations. This group became known

as the Security Planning Committee (SPC) and reported directly to OLECC. It consisted of representatives from the Organizing Committee, the LAPD, the California Highway Patrol (representing the state of California), Long Beach Police Department (representing the independent cities), UCLA (representing the campuses), the Los Angeles FBI office (representing the Drug Enforcement Agency, the Bureau of Alcohol, Tobacco and Firearms, the U.S. Coast Guard and the U.S. Secret Service) and U.S. Customs (representing the remaining federal agencies). Later, the Secret Service became a full participating member.

The SPC coordinated the efforts of 16 subcommittees that addressed specific areas of concern to law enforcement relative to the staging of the Olympics. The subcommittees were:

- Accreditation
- Air support
- Bombs/explosive ordinance devices
- Communications
- Community relations
- Crime prevention
- Criminal justice system
- Dignitary protection
- Emergency response
- Intelligence
- International entry
- In-transit security
- Olympic village security
- Rumor center
- Traffic control
- Training
- Transportation
- Venue/vital point security

The Organizing Committee director of security chaired the SPC until January 1983. At that time it was decided that the chairmanship would be rotated among the FBI, the LACSD and the LAPD. Each held the position for six months at a time, beginning with the FBI, followed by the LACSD and, finally, the LAPD.

The Integrated Planning Group (IPG) was formed as an adjunct to security planning and served as a common point of contact for all the agencies involved with security and traffic and as a resource center for the various agencies. Formed by the LAPD and LACSD, it was joined by the California Highway Patrol (CHP), U.S. Secret Service, State Department, Immigration and Naturalization Service, U.S. Customs, Bureau of Alcohol, Tobacco and Firearms, FBI, Department of Defense, California Department of Transportation, UCLA Police Department, California State Police and the Los Angeles City Fire Department.

29.03.3 Role of the federal government

The policy of the Organizing Committee was to pay for all government services it requested and not pay for those it did not request. Included in the latter were ongoing services that

government agencies were obligated to perform during the course of their own duties as dictated by legislative and constitutional mandate and services over which the Organizing Committee had no legal jurisdiction or power.

The private financing of the Games and the Organizing Committee's pledge to the people of Los Angeles not to use taxpayer money to stage the Games made it fiscally impossible for the Organizing Committee to rely on outside agencies to determine exactly what constituted Olympics-related security costs. There was much debate in the media and by local politicians over the nature of the Organizing Committee's security responsibility and the legitimacy of the parameters it had drawn.

During a meeting at the White House among President Ronald Reagan, IOC President Juan Antonio Samaranch and Los Angeles Olympic Organizing Committee President Peter V. Ueberroth on 29 January 1982, Reagan assured Samaranch that the U.S. government, acting within the scope of its responsibility to the Games, would provide whatever assistance was needed by local government to meet security requirements and ensure safety at the 1984 Games. Thus, later in the year, as a result of a 29 October 1982 meeting between government and SPC representatives, the White House agreed to provide local law enforcement agencies with logistical support equipment, worth \$50 million, that they needed to provide adequate security for the Games. This logistical support supplied through the SPC consisted of sophisticated communications equipment, as many as 100 helicopters, intrusion detection systems for the villages, miscellaneous medical equipment and construction of a state-of-the-art Olympic Security Coordinating Center.

29.03.4 Role of local law enforcement authorities

In addition to their normal law enforcement responsibilities, local law enforcement agencies were contracted to provide law enforcement services at all Olympic facilities and directly related Olympic facilities within their jurisdictions. These services were paid for by the Organizing Committee, terms of which were negotiated on an individual basis between the Organizing Committee and the local law enforcement agency.

29.03.5 Use of Organizing Committee funds for law enforcement

Through negotiations with individual law enforcement agencies with jurisdiction in Olympic areas, the Organizing Committee paid for all services and equipment needed to meet its responsibilities in securing the Games. These negotiations at times were difficult and lengthy because law enforcement often disagreed with the limits the Organizing Committee imposed on itself, therefore, law enforcement submitted costs it thought necessary for maximum exposure.

These negotiations between law enforcement and the Organizing Committee were unique in that law enforcement services in the United States are guaranteed by law and are not for sale. But because of the structural nature of the Organizing Committee and its obligation to stage the Games at no cost to the taxpayer, the Organizing Committee had to pay for law enforcement services at a fair cost determined in negotiations. The goal of the Organizing Committee in negotiations with all law enforcement agencies was to reach a balance between the levels and quality of law enforcement provided and cost effectiveness. To accomplish this, the Organizing Committee stressed its financial obligations to the public and pointed out that its resources were limited and extremely fluid and would remain so until and, perhaps, through the Games. It was essential for the Organizing Committee to be fiscally conservative during negotiations, because the inclination of law enforcement was to cover worst case scenarios. This was in direct opposition to the purpose of the Organizing Committee which was to stage an Olympic Games and not an international security event.

The most controversial contract negotiations took place with the city of Los Angeles and the Los Angeles Police Department and were not settled until the week the athletes' villages at UCLA and USC opened, despite the fact that an agreement had been reached between the parties two years earlier.

On 28 October 1982, officials of the city of Los Angeles and the Organizing Committee signed an agreement guaranteeing full reimbursement for all city services provided for the Games at no expense to local taxpayers. The agreement provided that Olympic-related costs estimated at \$19.3 million were to be paid from the Olympic Trust Fund or, if the monies in the fund were inadequate, by the Organizing Committee. It established that the Organizing Committee would bear security costs inside the villages and the venues and in transit and provided for a \$2.75 million contingency fund for the LAPD to cover costs should an emergency arise during the Games. The contingency fund was above and beyond the LAPD's \$15 million share of the \$19.3 million the Organizing Committee agreed to pay to the Olympic Trust Fund.

The LAPD, however, reserved final authority to determine the level of security needed within its jurisdiction, claimed upon review that it needed an additional \$9.4 million to properly do its job. Although the Organizing Committee resisted at first, it had no choice but to comply with the demands



2



3



4

- 2 Security for Opening and Closing Ceremonies was essential for the fireworks display, crowd control, access control, dignitary protection and the lighting of the Olympic torch.
- 3 Access into the villages and venues was coordinated by the private security force.
- 4 Venue security command posts, such as this one at the Biltmore Hotel, were set up to serve as on-site operations centers.

of the LAPD since the opening of the Games was imminent and the cooperation of the LAPD was absolutely necessary for the successful staging of the Games. On 9 July 1984, the Organizing Committee formally agreed to pay for the services the LAPD demanded.

Other Organizing Committee security agreements with local municipalities occurred on:

- 26 April 1983; the LAOOC agreed to reimburse Ventura County \$148,655.10 for all county costs; including security.
- 1 June 1983; the LAOOC agreed to pay Orange County \$252,881.18 for costs of police and fire protection and all other county services during the Games.
- 27 June 1983; the LAOOC agreed to pay San Bernardino County \$35,000 for security-related services at the Prado Recreational Area shooting venue.
- 8 August 1983; the LAOOC agreed to pay the city of Monterey Park \$131,609 for security costs and other expenses at the Olympic hockey competition at East Los Angeles College.
- 15 November 1983; the LAOOC agreed to pay the city of Anaheim \$110,000 for security-related costs to stage the wrestling competition at the Anaheim Convention Center.

29.04 Security coordination within the Organizing Committee

The Security Department maintained direct liaison with the various Organizing Committee departments to coordinate all aspects of security. Although the responsibilities for managing other departments remained with the respective department heads, Security was a factor in many departments and was granted the latitude it required to suit its purposes and accomplish the goal of securing the Games. Those departments it affected most were Accreditation, Accommodations, Architecture/Construction, Ceremonies, Food Services, Technology and Transportation.

29.04.1 Accreditation

The Security Department served in an advisory capacity to ensure the integrity of the accreditation process, specifically the printing and

dissemination of accreditation documents. It also coordinated the background investigations of more than 100,000 volunteers, sponsor employees and subcontractors with the appropriate law enforcement agencies. Overall structure of the accreditation system and systems delivery remained the responsibility of the Accreditation Department.

Security also coordinated access control to the villages, venues and other controlled areas. Security mainly was wary of non-accredited persons holding village/venue passes and emergency service passes.

As part of the coordinated effort between the Organizing Committee Security Department and law enforcement, an accreditation subcommittee was created by the Security Planning Committee. The subcommittee, which was chaired by the Organizing Committee's assistant director of security for the northern venues, was responsible for enacting legislation allowing the Organizing Committee to receive information relative to background investigations of applicants for conviction of crimes.

29.04.2 Accommodations

Security closely monitored the influx of requests to the Accommodations Department and ascertained the level of activity and any threat assessment of individuals or participating countries. Security and Accommodations planned arrangements from a security standpoint and minimized potential danger to certain high-risk delegations by placing them in strategically advantageous locations within the villages.

29.04.3 Architecture/construction

Security worked with Architecture in the construction and design of buildings, fences and other structures to enhance security precautions and allow for crowd control without diminishing the festive and athletic atmosphere of the Games. For example, Security's involvement resulted in precise positioning of fence lines around the villages, venues and bus yards for maximum security.

29.04.4 Ceremonies

The Security Department took an active role in preparing for Opening and Closing Ceremonies, providing input regarding the fireworks display, crowd control, access control, dignitary protection and the lighting of the Olympic torch. Security and law enforcement established a joint command post in

the press box of the Coliseum and mobilized a joint communications network to ensure immediate response should the need arise.

Fortunately, no significant incidents occurred during either the Opening or Closing Ceremonies to warrant the intervention of law enforcement personnel despite attendance that approached 200,000.

29.04.5 Food services

Personnel were assigned from Security to monitor and secure the Olympic Family food distribution process for the villages and venues. Careful consideration and scrutiny was given to all food and beverages. All vehicles transporting Olympic Family food were screened, sealed and secured to prevent tampering. The operation proved successful, since there were no incidents or attempts to disrupt the distribution and consumption of Olympic Family food.

29.04.6 Technology

State-of-the-art technological equipment designed and provided by Organizing Committee sponsors supported the efforts of Security at all Olympic venues and sites. The technological needs of security were analyzed well in advance of the Games and provided for in a timely and effective fashion. In some areas, Security negotiated contracts directly with suppliers for such equipment as metal detectors, magnetometers, X-ray screening devices, anti-terrorist screening devices, locks and alarms.

29.04.7 Transportation

Detailed plans for athlete bus routes were coordinated well in advance of the Games with law enforcement and Security. Each bus route had at least one alternate route and was part of the massive planning involved in securing an effective and workable transportation system devised through the efforts of the Transportation and Security departments.

29.05 Development of the private security forces

The concept for the broad use of private security was a direct result of the free enterprise structure of the Organizing Committee. Because the LAOOC was unable to use public funds

to stage the Games and as a private corporation had no control or authority over law enforcement, the Organizing Committee was forced to devise an alternative to the traditional means of providing security for the Games. The massive deployment of private security was cost-effective and at the same time did not reduce the coverage of security for the Games.

29.05.1 Role of private security

Private security guards had no law enforcement capabilities and were not permitted to carry weapons. Their basic role was to augment the overall security effort by being the "eyes and ears" of law enforcement.

Their distinctive uniforms, which were designed by the Organizing Committee, consisted of a tan shirt and trousers, a blue belt with brass buckle, a blue beret, an attached beret badge and black shoes. During the Games, the security guards, who became known as "the Blue Berets," examined accreditation, checked athlete baggage, walked fence line perimeters, rode the athlete transportation system, patrolled athlete dormitories and secured doping centers. At all security sites except the transportation system, security officers were equipped with hand-held radios at the ratio of one radio per ten security officers. Each security officer on a bus was equipped with a radio. In the transportation system, the ratio was one radio per five security officers. Guards also employed the use of hand-held metal detectors.

Thirty days in advance of the Opening Ceremony, thousands of security officers were in place to protect equipment and regulate the movement of persons and materiel in and out of the villages, venues and training sites and on the transportation system.

29.05.2 Plan for recruitment

The Security Department's recruitment plan went into operation on 2 January 1984 with an anticipated hiring need for 20,000 private security guards for a total of 13,000 posts that would be manned for the Games. It was accurately anticipated that there would be a 33 percent attrition rate. The plan, which consisted of two major components, was monitored by two Security Department staff members.

The first component was the direct hiring of 150 persons to train the guards over a period that would last fewer than three weeks just prior to the Games. The trainers recruited were mostly experienced educators and

teachers whose jobs allowed them the opportunity to work the Games during the summer months.

The second component involved the hiring of the guard force itself. The plan was to turn over this massive task to three independent guard companies which would then each subcontract parts of the hiring to two smaller guard companies, bringing the total involvement of companies to nine. The plan divided the manpower responsibilities of the primary guard companies into the following three distinct areas:

- 6,000 guards for the villages and the two northern venues at Lake Casitas and Pepperdine University
- 3,000 for the central venues
- 4,000 to cover the southern venues and the transportation system

Recruiting programs were directed at specific resource pools on college campuses, such as ROTC programs, criminal justice programs, student-athlete groups and coaching associations. All guards were recruited and hired according to standards set by the Organizing Committee. A guard was required to be at least 18 years old, be certified by the state of California, be a high school graduate, have no criminal record, complete and pass a psychological test, be physically fit and have a neat physical appearance.

The recruiting plan went well until late May when one of the primary companies, the one responsible for providing 3,000 guards for the central venues, dropped out because of financial reasons. Since there was limited time remaining, the Security Department did not recruit another primary company. Instead, it consolidated the resources available and divided the recruiting needs of the central venues between the two remaining primary guard companies and arranged for the addition of another secondary company.

Despite the setback, the goals of the program were met and approximately 13,000 qualified private security guards worked posts during the Games.

29.05.3

Training procedures

Training for 12,312 private security guards was conducted by 150 trainers hired by the guard companies from 23 June through 12 July. The Security Department rented five sites in and

around Los Angeles to serve as training centers: Birmingham High School, Hamilton High School, Dorsey High School, Roosevelt High School and Manual Arts High School.

Guards were required to attend two training shifts that covered 24 hours of instruction in the following subject areas:

- Olympic security overview
- Report writing
- Legal matters
- Crowd management
- Accreditation procedures
- Radio procedures
- Wearing of the uniform
- Metal detection device procedures
- Law enforcement coordination with private security
- Post orientation
- Anti-terrorist awareness
- Powers of arrest responsibilities
- Roles of the police and private security
- Interrogation procedures
- Use of force
- Searching procedures

Specialized training was conducted for a total of 3,955 guards in bomb and explosive detection, communications, in-transit security, metal detection and use of X-ray screening devices.

The following is a chart of the day-by-day training activity of the contract security guards, with the attendance figure a cumulative number of guards who went through the five centers:

Date	Attendance
25–26 June	1,836
27–28 June	1,921
29–30 June	875
2–3 July	1,439
5–6 July	935
9–10 July	908
11–12 July	806
13–14 July	360
16–17 July	894
18–19 July	912
20–21 July	203
23–24 July	694
25–26 July	529
Total guards trained	12,312

At the conclusion of training, guards who completed the course and passed an examination were presented certificates of completion and deployed throughout the Olympic security system—in the villages, venues, transportation system and at the training sites.

A breakdown of the day-by-day specialized training by subject matter is as follows:

Training program by subject matter

Date	Bomb/ EOD	Communi- cations	In-transit	Metal detection	Scanray	Daily total
6/27	101	43	44	129	124	441
6/28	0	0	0	56	28	84
6/29	324	50	47	253	312	986
7/2	0	25	24	0	24	73
7/7	286	116	119	518	359	1,398
7/9	0	0	0	20	20	40
7/13	224	224	224	0	0	672
7/18	55	55	55	0	0	165
7/20	17	17	17	0	0	51
7/25	15	15	15	0	0	45
Total	1,022	545	545	976	867	3,955

29.06

Major areas of Games planning

The Organizing Committee's planning was conducted by its director of security, two security administrators, three assistant directors and seven area security managers.

The responsibilities of the assistant directors and area managers were divided into three geographical areas—northern, central and southern—and consisted of developing security plans for villages, venues and training sites, ensuring security of the accreditation process and coordinating with law enforcement agencies at the federal, state and local levels.

The security administrators were responsible for planning and managing private security, in-transit security, helicopter operations, dignitary protection, security for Organizing Committee facilities, acquisition of security equipment, internal investigations and corporate sponsor briefings.

29.06.1

Security at the venues

The objectives of venue security were to provide a safe environment for participants, officials, members of the Olympic Family, spectators and employees of the Organizing Committee and to maintain order and protect the integrity and spirit of the Games. It was achieved through the joint efforts of the Security Department (venue security manager), Organizing Committee management (sport commissioner and venue manager) and local law enforcement.

A Venue Security Command Post, operated and staffed by the venue

security manager or his designee, was located within the restricted area of each venue and served as an on-site operations center adjacent to or in the proximity of the venue management headquarters. From this post, the venue security manager or his designee maintained constant communication with Security Central Operations at the Marina Center, headquarters of the Organizing Committee.

Local law enforcement had its own command post, the Law Enforcement Venue Command Post, or could utilize a separate law enforcement-related command post at an appropriate nearby location to direct the activities and staffing of law enforcement personnel. The law enforcement commander maintained radio communications with agency personnel, with his agency's command post, or with the Law Enforcement Central Command Post, according to the local agency's established operating procedures.

A comprehensive security plan was developed for each venue and covered the pre-competition, training, competition and post-competition phases. The plan contained material on the physical description of the site, the schedule of events, the National Olympic Committees (NOCs) participating, a roster of key participants, delineation of responsibilities among the security components, command and control procedures, traffic, parking, crime prevention, emergency resources and response, defection procedures, bomb threats, helicopter landing sites, threat assessment, interpreters, operations centers for television and news media, accreditation, perimeter access, medical services, supplies and



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5 Athlete buses were screened for explosive devices at each of the three villages before being boarded.

equipment, radio and telephone communication procedures, property control and security development and post descriptions.

Levels of security varied from venue to venue, but generally were as follows:

- Private security guards were uniformed but not armed and did not perform any law enforcement roles unless authorized and under the direction of law enforcement personnel.
- A limited number of off-duty, armed law enforcement officers were utilized for security of cash transfers.
- Uniformed and non-uniformed armed police officers were on the scene to fulfill law enforcement roles under the direction and control of the law enforcement commander.

29.06.2

Security at the villages

Planning for the villages was expanded beyond the original sites at the University of Southern California (USC), University of California, Los Angeles (UCLA) and University of California, Santa Barbara (UCSB) to include athlete housing for wheelchair athletes at Loyola Marymount University and housing for football participants at Annapolis, Harvard and Stanford. The focus of village security was to provide secure living quarters and surroundings in which athletes could relax and prepare for their events free from fear and worry of disruptions of all kinds.

To achieve this goal, the following security resources and concepts were developed and used:

- Auxiliary lighting was provided to augment that which already existed and to illuminate unusually dark areas.
- The security operation at each village was monitored on a 24-hour basis by a village security manager and his designated assistants, all of whom were permanent Organizing Committee personnel. They coordinated their efforts with the Organizing Committee village management, contract guard management and the law enforcement command structure.
- Communications networks involving the perimeter and interior fence patrols, interior village foot patrols, pre-designated exterior points and housing units were operated to link the vital security components which were the village command post, private security force and law enforcement.
- Cost-effective technology was utilized in the form of sensors, alarms, video equipment and a state-of-the-art intrusion detection system which was requested by local law enforcement through the Special Planning Committee and provided by the Department of Defense. It was installed on the interior and exterior of the fence configuration.

- Fences were the first line of security and presented a physical barrier as well as a psychological deterrent and a visible symbol of the Organizing Committee's commitment to an effective security program. Village fences consisted of a double layer of eight-foot high chain link fence on the perimeter of each village.

Approximately 20 feet separated the perimeter fences and three strands of barbed wire were added to the top of the exterior perimeter fence. A single eight-foot high chain link fence was also installed around each major housing unit. With each ring of concentric ring fence, intrusion became more difficult.

- Additional law enforcement officers were utilized at key entry points such as the village perimeters, housing pods and other sensitive areas within the village. The law enforcement officers provided an armed response to intrusion or violation of law as needed. Fortunately, armed response was not needed during the Games.

- There were X-ray screening and metal detectors at all village entrances as well as metal detectors at each interior pod.

- Private security guards patrolled the interior and exterior pod fences at the villages, operated the X-ray screening devices and metal detectors, screened motorized traffic and checked accreditation at village entrances. They were also selectively deployed in the housing units, along main streets, in the exercise areas and in the press areas. The security guards were unarmed and were equipped with radios, hand-held metal detectors and, where needed, flashlights.

29.06.3

Security at the training sites

The security deployment of manpower at the training sites called for an average ratio of 10 security guards to two law enforcement officers. Security personnel at the sites checked the accreditation of athletes, trainers, coaches and other National Olympic Committee delegation personnel who used the facilities. They also patrolled exterior perimeters, maintained order and generally protected practice areas and equipment.

29.06.4

In-transit security

The Organizing Committee was responsible for providing security for competing athletes as they were transported to and from the villages, venues and practice sites within the Olympic area. The cornerstone of the Organizing Committee's plan was to evaluate threats against individual

countries by the use of threat analysis and provide varying degrees of protection in direct relation to the threat. Protection was provided through a combination of route patrol, escort and strategic point security with air and special weapons support.

The distances involved in transporting athletes frequently required that athlete buses cross as many as 40 separate law enforcement jurisdiction boundaries. To maintain communication and efficient security cover, the Organizing Committee jointly developed an athlete transportation security plan for routes within Los Angeles County with the Los Angeles Sheriff's Department which was empowered to take law enforcement action within the boundaries of the county and had considerable experience in providing security for bus transportation.

The Organizing Committee also joined with the California Highway Patrol in planning security for athlete bus routes between the UCLA and UCSB Villages and for routes to sites in and around Ventura and Santa Barbara counties. The CHP was empowered to take law enforcement action within the geographical boundaries of all three counties and routinely patrolled many of the routes involved in the transportation of Olympic athletes. The Orange County Sheriff's Department provided security cover for buses traveling within the geographical boundaries of Orange County.

The Organizing Committee had an agreement in which the Los Angeles Unified School District and ARA Transportation would provide approximately 500 school buses to be used for the transportation of athletes during the Games. The buses, which were operated by ARA Services, a private corporation, generally accommodated 50 passengers each and were scheduled to run on a precise time schedule and over precise routes that would allow athletes enough time to reach their competitions with a minimum of delay and inconvenience.

Drivers, who worked for the Organizing Committee's Transportation Department, received special training and were instructed to follow the prescribed routes or the prescribed alternative routes if necessary. A private security guard was on board each bus to maintain communications with law enforcement and the transportation coordination tower (TCT).

Athlete buses were stored in three areas—the Veterans Administration lot located near the UCLA campus for athletes staying at the UCLA Village; the lot at the General Motors Corporation South Gate plant for those at the USC Village; and a lot adjacent to the UCSB Village (Lot 13) for the athletes staying there. All lots were protected by chain link fence and secured 24 hours a day by private security guards.

Buses were screened for explosive devices before being boarded by athletes. The screening procedure was done at a designated area at each of the three villages.

The security guard on board the bus used a predetermined code to allow the bus access to the village area. From the entry point, the bus proceeded to an area for the disembarkation of the athletes. The bus was then screened for explosive devices that may have been planted in-transit. After screening, the bus went to the village exit area where Transportation and Security personnel loaded athletes from the transportation coordination tower. The TCT was the center for all athlete loading as well as for bus scheduling and assignment of law enforcement escort vehicles to the buses. The Security Department and law enforcement were represented in the tower and responsible for providing in-transit security support.

The Los Angeles County Sheriff's Department committed 200 sheriff's deputies and 100 vehicles to support the in-transit security system within Los Angeles County over a period lasting from 13 July to 15 August. Additionally, the department provided one helicopter in each of four zones for air support.

The LACSD escorted athletes traveling by nation to and from competition where threat analysis indicated that enhanced protection was warranted. But exceptions were made in cases where intelligence data indicated a possible threat against buses carrying athletes from a variety of nations. If additional law enforcement personnel existed after escort assignments were made, they were assigned to specific route patrol.

29.06.5 Security at Organizing Committee facilities

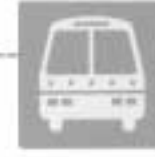
Security staffing at Organizing Committee facilities was provided by California Plant Protection (CPP), an independent private security guard company, and managed by a Security Department staff administrator. Security was provided at the Marina Center and at six satellite locations on a 24-hour basis. Each facility used a captive badge system and the necessary equipment such as video monitors, metal detection devices and hand-held radios to implement an effective level of security.

Security systems at the facilities were constantly monitored and adjusted according to criteria such as local crime patterns and the number of people requiring access. The adjustments made were usually in terms of security

LAOOC Security central operations



Law enforcement helicopter



Athlete bus

Security officer
LAOOC security radio
(common to law enforcement)
5-channel non-secure bus radio (existing)

Athlete bus security officer has continuous communications with the transportation tower located at each village. Law enforcement vehicles and helicopters. All transmissions are monitored by the bus towers as well as local, state, federal and military tactical command posts.



Law enforcement/DOD repeater system



Law enforcement escort vehicle

LACSD S.W.A.T. Team with tactical airlift capabilities supported by FBI/Military Hostage Rescue Teams. Teams are strategically located throughout L.A. County (monitors transportation communications)



Village transportation coordination tower

LAOOC Transportation
LAOOC In-Transit Security
LACSD 1 Commander, 2 Sergeants

guard manpower and the types of security hardware installed at the facility. In making them, careful consideration was paid to maintaining an effective level of security without creating a major disturbance to the daily operations at the facility.

California Plant Protection security guards assigned to the Organizing Committee were approved by the Security Department. Most were college graduates and qualified linguists. They were subject to security background checks as were all permanent Organizing Committee staff and volunteers working at Organizing Committee facilities. CPP had more offices than any other security service in Southern California and had a sound financial background. It had an excellent reputation with the Bureau of Collection and Investigation Services.

The Security Department appointed and trained confidential document control monitors within each Organizing Committee department. Document control consisted of locking filing cabinets and properly identifying sensitive documents with special red folders and stamps. A shredder was also provided and a confidential document shredding policy was implemented. Periodic checks by security officers were conducted in each of the facilities to insure that sensitive documents and articles of value were properly stored and protected.

Bomb/fire evacuation technicians were assigned to each Organizing Committee department. They were trained in searching techniques and evacuation procedures by the security staff and received advanced training by the Los Angeles County bomb/arson squad. Each technician was assigned a special pager that relied on a graduated code system to determine threat level and appropriate response. In a test of the system at the Marina Center, the entire facility was evacuated and searched in 11 minutes.

Security at the facilities also included parking lot control and anti-vehicle theft procedures. At the Marina Center, guards patrolled the parking lot using three silent golf carts. If a driver habitually violated parking regulations, he was contacted by Security and asked to comply with the rules.

To facilitate overall security, Security distributed a manual to each new employee that explained policy regarding access to the Marina Center and other facilities. The manual also described the badging system, confidential document control, bomb/fire evacuation procedures and at-home and in-transit security for the employee.



6

6 Aerial observation of Olympic venues during the Games was aided by three blimps, which could be equipped with television cameras and zoom lens.



6

**29.06.6
Helicopter coordination**

The Security Department established liaison with the Federal Aviation Administration (FAA) and law enforcement to restrict air traffic in and around the venues and villages from 14 July through 12 August.

An air support subcommittee was formed by the Security Planning Committee (SPC) to identify certain helicopter landing sites for emergency operations during the Games. The appropriate law enforcement agencies and the FAA were part of the subcommittee that reported to the SPC.

The subcommittee prohibited commercial air traffic from entering air space within a one-mile radius and up to 25,000 feet of all venues and villages. Helicopter landing sites were restricted to:

- Only special personnel (the president of the United States and the presidents of the Organizing Committee and International Olympic Committee) were allowed access to helicopter landing sites as they were deemed necessary to the staging of the Games. Generally, other dignitaries were not allowed access.
- Law enforcement during emergency operations
- Emergency medical support during medical operations

The coordination of helicopter landing requests required the presence of an Organizing Committee representative at the air support command post during the Games.

In addition, the aerial observation arm of the security force was aided by three blimps; two Goodyear airships operated by the LAPD and the Fuji blimp operated by Organizing Committee Security. Blimps had several advantages over helicopters since they had the capability of hovering over a trouble spot for hours before refueling and, when equipped with television cameras and zoom lens, produced a better quality picture.

**29.07
Games operations**

The Security Department's Security Central Operations (SCO) was based at the Marina Center and staffed 24 hours a day, beginning at 1600 hours 12 July. The Organizing Committee's vice president/director of security was in command of the operation.

The function of the SCO was to command and coordinate general security operations for the Games. This included continuous liaison with all segments of Olympic security and with the Organizing Committee staff

and operations center, which was also based at the Marina Center. The SCO staff monitored all security operations and provided a decision-making and problem-solving capability, if needed. The majority of problems at villages and venues, however, were solved at those sites. The SCO was also poised to act as the official Security Command Post for the Games, an option that was never exercised.

Radio communication throughout the Organizing Committee security network, including the village and venue command posts, the transportation coordination tower (TCT) and the Hughes helicopters, were monitored by the SCO. Communication between security managers and the area security managers was also conducted via mobile wide-area radio.

Dedicated telephone lines were available between the SCO and the village command posts and the Los Angeles Memorial Coliseum and the TCT. Three electronic phones with multiple lines were in service at the SCO to accommodate the needs of the other venues.

29.07.1 Appearance of the President of the United States

Securing the Los Angeles Memorial Coliseum for the President of the United States' appearance and participation in the Opening Ceremony of the Games of the XXIIIrd Olympiad was coordinated through the efforts of the Secret Service (the agency responsible for protecting the president), the Organizing Committee and the LAPD.

The Dignitary Protection Subcommittee of the Security Planning Committee began planning for the president's visit in August 1983. Representatives from the White House staff and the Secret Service became actively involved the following March. The Secret Service worked with Coliseum management as well as with representatives of the Organizing Committee's Security Department and venue development program to survey the Coliseum and determine the necessary work or renovations that would be needed to provide a secure environment for the president.

The necessary construction included renovating the press box where the president and his party viewed the Opening Ceremony and installing tents and fences to cordon off and secure areas. Approximately 500 Secret Service agents, private security and law enforcement officers were utilized in securing the Coliseum for the president's appearance.

The Secret Service utilized law enforcement resources on hand, particularly that of the LAPD which enforced crowd control and generally assisted the Secret Service in all areas of security. On 28 July, the Coliseum and the press box were swept for explosive devices prior to the

president's arrival and the press box was sealed. The president arrived at the USC Village by helicopter and was driven by motorcade to the Coliseum where he was escorted to the press box. Afterwards, he was escorted to the motorcade and driven to the helicopter pad.

29.07.2 Securing high-risk delegations

Extra security precautions were required to provide protection for several National Olympic Committee delegations that were considered high risk. Two examples were the delegations of Israel and Turkey. High risk delegations were greeted at the Olympic Arrival Center at Los Angeles International Airport, placed under heavy security and transported by motorcade to the appropriate athletes' village.

The routes were secured prior to transport and blocked off enroute. Special surveillance cameras and helicopter surveillance were also utilized along the route to maintain security until the teams arrived in the village. Additional security personnel were assigned inside the village and housing areas. These security components consisted of LAPD, private security guards and, in some instances, the delegation's own security guards. Those guards, however, were prohibited from carrying arms inside the villages.

29.07.3 Deployment of law enforcement

As many as 7,000 law enforcement officers were committed to the Games and Games-related security by the local law enforcement agencies that had jurisdictional responsibility. Of those, 2,659 law enforcement officers policed the venues, the villages, the Los Angeles Memorial Coliseum at Opening and Closing Ceremonies, in-transit security and the Biltmore Hotel.

At the venues, 24-hour coverage was provided by 838 law enforcement officers working regular day shifts and an overnight shift. Of the 838 officers, 335 worked each of the two regular day shifts and 168 worked overnight.

The deployment for the in-transit security system required 450 law enforcement officers. The breakdown by agency was as follows: 200 officers deployed by the Los Angeles Sheriff's Department, 175 by the California Highway Patrol, 50 by the LAPD and 25 by the Orange County Sheriff's Department.



7

The LAPD deployed 300 law enforcement officers each at Opening and Closing Ceremonies. It also deployed 150 officers at the USC Village and another 125 at the UCLA Village. The UCSB Village was policed by 28 officers of the Santa Barbara County Sheriff's Department.

The LAPD deployed another 18 at the Biltmore Hotel which served as headquarters for the International Olympic Committee.

The deployment of each regular shift by venue was as follows:

Venue	Jurisdiction	No.
Archery	Long Beach PD	11
Athletics	LAPD	34
Baseball	LAPD	15
Basketball	LAPD	20
Boxing	LAPD	20
Rowing/ Canoeing	Ventura County SD	14
Cycling	Los Angeles SD	11
Equestrian	Pasadena PD	12
Fencing	Long Beach PD	8
Football	Pasadena PD	37
Gymnastics	LAPD	27
Handball	Fullerton PD	8
Hockey	Monterey Park PD	11
Judo	LAPD	15
Modern	San Diego	11
Pentathlon	County SD	
Swimming/ Diving	LAPD	14
Tennis	LAPD	11
Volleyball	Long Beach PD	16
Water Polo	Los Angeles SD	12
Weightlifting	LAPD	14
Wrestling	Anaheim PD	14

7 Security was a very important part of the Olympic Arrival Center.

29.07.4 Review of incidents during the Games

Of the 645 incidents that were reported to the SCO from 12 July through 15 August, none disrupted the Games and Organizing Committee security handled 76 percent of them without the aid of law enforcement.

It should be noted that there were incidents that occurred at the various venues and villages that were not of a serious nature and were not reported. Included among the 645 notifications to SCO were:

- Access control problems, 42
- Arrests, 17
- Assaults, 16
- Bomb threats, 61
- Crowd control problems, 68
- Fires, 1
- Inquiries, 21
- Late athlete buses, 18
- Metal detection, 10
- Power failures, 18
- Radio problems, 14
- Staffing problems, 8
- Stalled athlete buses, 9
- Thefts, 26
- Vandalism, 7

The only blemish on the security record of the Games of the XXIIIrd Olympiad occurred at Los Angeles International Airport on 13 August, the day following the Closing Ceremonies, when an officer of the LAPD placed an explosive device in the wheel well of a bus belonging to the Turkish delegation. At first, the officer was credited with discovering and disarming the device, but within 24 hours his duplicity was uncovered.

An example of diligent security occurred on 31 July when an unescorted athletes' bus on its way to

the villages from a training site at California State University at Los Angeles, was followed by a suspicious vehicle. An alert Organizing Committee security guard on board noted the license number of the vehicle and reported it to SCO. Within minutes, two law enforcement helicopters and three ground units had the suspect under surveillance. A subsequent search of the vehicle revealed the suspect was carrying home-made explosives.

29.08 Summary

The goals and objectives set forth in the early stages of security planning were realized on 15 August 1984 when the last NOC delegation departed Los Angeles International Airport safely.

The responsibilities of the Organizing Committee were fulfilled without a major incident occurring, a tribute to approximately 18,000 Organizing Committee security and law enforcement personnel who worked to make the Games a success.

The concept of blending law enforcement and private security developed by Organizing Committee Security proved to be sound and workable. Law enforcement was highly complimentary of the performance of private security, as outlined in several memos received by the Organizing Committee. One typical memo from a law enforcement commander at the UCLA Village praised the performance and initiative of the security guards in screening buses for explosive devices.

One lesson of the Los Angeles Games that can be applied to the security planning of future Games is the blending of private security and law enforcement. Because of the structural and fiscal limits imposed on the staging of the Los Angeles Games, the organizers had to cope with paying for law enforcement. At previous Games, providing security was the responsibility of the host city, not of a small, powerless and private committee. This forced the organizers to re-think security planning and seek ways to reduce the excessively high costs paid to secure previous Games without reducing coverage.

The LAOOC examined every post that had to be secured for the Games and,

with the consent of law enforcement, substituted a private security guard for a law enforcement officer where possible and where it would not endanger the public or create a dangerous situation.

In addition to being a significant factor in the great success of the overall security effort for the Games, the private security system benefited the general security of the citizenry of Southern California by preserving local law enforcement manpower for local deployment and maintenance of normal levels of security. This was a significant factor in the overall decrease of serious crime in the Olympic area during the time of the Games.

Another significant factor was the cooperation of the people of Southern California. Their enthusiasm, first generated by the 82-day, cross-country run of the Olympic Torch Relay and brought to a high pitch by the Opening Ceremonies, carried through the Games and created a positive force and a mutual drive for the success of the Games that effectively eliminated any destructive tendencies that the event might have fostered.

Although it is unlikely that future organizers will be as limited as the private Los Angeles organizers in providing security during the Games, it should be noted that the concept of private security, in addition to its cost effectiveness, would greatly enhance the look of the event and reinforce public perception that the event is an international sporting one, not an international security event.

However, the key to the success of the Games' security operation was the cooperation of the law enforcement agencies involved, which banded together to achieve a common and noble goal. Law enforcement agencies assigned their best personnel to the project early. Given the high caliber of the leadership involved, sufficient time and the ideals of the event itself, it was inevitable that the end product would be a good one.

30

Sports Administration and Competition Management

30.01 Areas of responsibility and program for development

While the duties and goals of an Olympic organizing committee are extensive and varied, its ultimate purpose is still the staging of the most fair and competitive athletic events possible. To this end, the LAOOC's Sports Department was formed five years prior to the 1984 Games to plan and implement the actual sports competitions.

The Sports Department was responsible for the selection and acquisition of all competition and training sites; determination and acquisition of sports equipment; preparation of the schedule of events; preparation of the sports explanatory brochures and registration and scoring forms; organization and planning of the competitions and communication with the International Federations and U.S. national governing bodies. Through each sports commissioner and the staff assigned to each sport, the department was also responsible for the planning of each venue's operation, and, ultimately for the total venue management and operation during the Games.

In its infancy, the Sports Department consisted of a director of sports, appointed in June 1979. By December 1983, the department had grown to 95 full-time, permanent employees and by April 1984 the number had more than doubled to 210. At the time of the Games, approximately 8,300 paid and

volunteer staff members comprised the various competition staffs while venue operational staff in excess of 25,000 could be considered to have been within the purview of the department.

The first priority of the director of sports in 1979 was the selection of the necessary sports facilities. This process continued in the fall of 1980 when a vice president of sports was named, who in concert with the LAOOC's senior management, began the process of selecting the sports commissioners. Local and civic business leaders with proven managerial capabilities were selected to manage each of the 23 sports and were handed full operational control of their sport's venue during the time of the Games. In the interim, they worked with the LAOOC staff to develop their sport's operating plans.

By April 1982, three assistant vice presidents were added and assigned specific day-to-day responsibilities for the ongoing, detailed work necessary for each sport. Commissioners began to piece together initial operating plans, conceptualizing how they thought their sport, venue and staff would operate during the Games. The department's staff continued to grow and by May 1983, the department hierarchy was again revised to include

associate vice presidents with broader responsibilities. The evolution continued in September 1983 when sports managers, many of whom had been with the department as assistant vice presidents, were assigned individual sport responsibilities, reporting directly to a commissioner. Each of the three associate vice presidents (AVPs) (later vice presidents) were given oversight responsibility for several sports and the added responsibility of other Sports Department functions: one AVP was responsible for sports equipment, schedules and training sites, as well as for athletics, baseball, boxing, judo, modern pentathlon, weightlifting and wrestling; one AVP was responsible for staffing and personnel, information and publications, and archery, fencing, football, gymnastics, swimming, tennis, volleyball and yachting; the third AVP oversaw the officials and athlete registration function and supervised basketball, canoeing, cycling, equestrian, handball, hockey, rowing and shooting. Other staff members were added to individually coordinate each of the Sports Department functions, i.e. equipment, schedules, training information, staffing and publications, officials and athlete registration.

By early 1984, most of the commissioners had begun to work full-time on the Games and the appointment of competition directors and venue managers in each sport was under way. In many instances, the sports manager became the competition director. The

role of the competition director was to plan and later implement field of play and other competition-related functions, under the direction of the commissioner. The venue director, also responsible to the commissioner, was responsible for all service functions outside of the field of play. These services, such as concessions, waste management and medical services provided indirect support for the competition itself.

To the extent that all competition took place on time before appreciative crowds and without significant incident, the goals of the Sports Department were fully achieved, but not without extensive planning.

One of the first steps in the successful organization and implementation of the technical aspects of 21 Olympic sports and two demonstration sports, was the development and education process undertaken by the commissioners. Beginning in the summer of 1981, when many of the commissioners had been identified, milestone charts were developed for each sport. This required the commissioners to address each phase of the conduct of their sport-21 segments in all-so that a time-phased planning document could be developed.



2

1 Colorful competition sites provide the stage for energetic fans attending the Games.

2 Athletes perform before capacity crowds in stadiums such as the Coliseum shown here.

While the milestone charts were being developed, sports operating plans were written. These helped determine the level of preparation for the nine LA83 events and were completed in draft form by December 1982. Five were selected and subjected to intensive interdepartmental review and analysis.

Once the operating plans were ready, drafts of the sports procedural manuals were prepared. These included an in-depth look at the structure of the organization for each event and detailed management of the competition, secretariat, technical services of the sport, federation and national governing body liaison, administrative services, doping control and medical services and awards ceremonies. Competition and training scenarios were developed, including a minute-by-minute event schedule. Competition staff was identified and duties defined, including start and finish dates. This process continued through the latter part of 1983 and early 1984.

In summer 1983, the concept of venue development was created to work in conjunction with each sport to detail plans for the venue operation. This process helped all departments to follow consistent policies within the venues and made the venue "work" physically.

Other pre-Games planning tools included the preparation of time lines and projected activity reports to assist each sport in planning activities and meeting deadlines.

Aside from the planning of each sport, agreements with training site owners and equipment manufacturers were finalized, plans for the registration of athletes and officials continued and competition forms were prepared.

Table top discussions began in spring 1984 for each sport and were designed to bring together venue management personnel, including both Games' staff and permanent staff, and competition management. These sessions anticipated problems at the site during the Games and tested each department's ability to react to both normal day-to-day procedures and worst-case scenarios.

Training on a much broader scale began in June 1984 when venue-wide one-day orientations were held at each venue site. The Human Resources Department organized these sessions which were run by the commissioners. Individual departments held training sessions at the LAOOC's administrative headquarters or available venues in the months preceding the Games.

The changeover from the planning period to the operations phase necessitated major shifts in the functions performed by individuals within each department. This process, called "venuization" began when individual department managers began reporting to the sport commissioner instead of to central department heads, except in the case of security. Security managers at the venues did, however, work closely with the commissioners at all times. Some venues staged mock competitions a few days before the Games and began to coordinate the efforts of all departments and the level of service provided. Other venues relied on experience gained in the LA83 events. Every commissioner was required to organize a dress rehearsal of some kind before competition began. Games' staff did not begin working at the venues until any where from several weeks prior to the competition to a few days prior to competition.

The final duties of each commissioner at the venue involved overseeing the venue close-out process, which was mostly left to the Construction and Material Logistics departments.

30.02 Commissioner program

30.02.1 Concept and goals

The purpose of the commissioner program was to identify a permanent senior manager for each sport at an early stage, who was skilled in both management and operations and well acquainted with the LAOOC's complex pre-Games planning and organizational structure. The realization of the program resulted in a smooth transition from the planning stage to Games-time operations and near-flawless competitions.

The commissioner program was announced on 25 November 1980, and shortly after, the LAOOC began looking for local civic and business leaders with proven managerial capabilities to manage each of the 21 competition sports and the two demonstration sports.

The commissioner had overall responsibility for the operation at his venue prior to, during and after the Games. In some specific areas, such as protocol and hospitality, the commissioner had direct responsibility for providing services at the venue. In other areas, the commissioner coordinated services provided by support departments.

Above all else, the commissioner was to blend services provided by each of the departments into an organic whole. The commissioner was directed to prepare and operate the venue in a manner consistent with overall LAOOC policy so that each would be perceived as part of a unified whole.



3

3 Equestrian Commissioner Michael Morphy (right) and LAOOC Group Vice President/Sports Chuck Cale in discussion with the President of the FEI, Prince Philip.

30.02.2 Development of the commissioner program

After the program was announced in late 1980, the search began for proven leaders to fill the 23 sports positions. In most cases, one commissioner was named per sport, with the exception of athletics, baseball, basketball, equestrian and football, where two commissioners were named (husband and wife teams were named for basketball, equestrian and football). Of the original 27 individuals named, 21 remained through the duration of the program. For various reasons during the latter half of 1982 and the first half of 1983, several commissioners stepped down or were reassigned.

During the summer and early fall of 1982, the concept of commissioners-at-large was developed with the intention of providing a pool from which replacements could be taken. These positions were filled with individuals meeting the general criteria for commissioners so that additional top-level management talent, familiar with the Games, could be used to assist in the resolution of problems. Fortunately, there were no cases of death or disability in the commissioner ranks requiring the utilization of the commissioners-at-large for such replacement purposes. However, the commissioners-at-large were helpful in various roles during the Games with two assisting at individual venues, another overseeing athlete registration and a fourth accompanying a special gymnastics guest.

In the early stages of the program, each commissioner worked to become acquainted with his sport, but only worked part-time until six to 12 months before the Games. A prime responsibility of each commissioner was to develop a good relationship with his IF and U.S. national governing body. Each commissioner traveled to the appropriate world and regional championships to view the current state of the sport's organizational activities and to attend IOC, IF, NOC and association meetings, at which the commissioner presented information and sought to resolve pending issues. In a preparatory effort, each commissioner, beginning in summer 1981, was required to develop time-phased planning documents in which every phase of the conduct of the sports event was addressed. This detailed analysis led to sport operation plans which helped determine the level of preparation for the nine LA83 events. In January of 1982, commissioners were provided with a checklist of questions they should be able to answer while meeting with the IFs. In general, the relationships developed between the commissioners and the IFs were excellent and greatly helped resolve competition issues at the time of the Games.

While working closely with the Sports Department staff, the commissioners helped to develop sport procedural manuals in 1982. This process continued into 1984 but was supplemented by the introduction of the venue development process. The amount of time spent by each of the commissioners on the preparations varied dramatically prior to January 1984.

Beginning in January 1984, the commissioners began at varying times to serve full time, with the exception of two who began in 1983. At this time, an effort was made to complete the hiring of the competition and venue directors to accelerate the planning and organization of all aspects of competition and venue operation.

The process of "venuization" began as the horizontal lines of authority, with each department manager reporting to a central department head, changed to a vertical management structure, with the commissioner at the head at each venue. This process helped department managers who would work together at the venues, get acquainted with each other and understand the authority of the commissioner at the venue during the time of the Games. Venues that had not begun this process by the end of April were forced to do so when a series of table-top discussions began-one for every sport-in order to pinpoint lines of authority and interaction between departments.

30.02.3 Relationship with the permanent staff

Because most of the commissioners were involved in private business and were only asked to work part-time prior to 1984, it was important for them to develop good working relationships with the LAOOC permanent staff, particularly those in the Sports Department. The day-to-day planning of the sports was handled by the LAOOC permanent staff while the commissioner concentrated on IF liaison and supervised overall development. Some commissioners became more involved than others, depending on their availability or knowledge of the sport. For example, the swimming commissioner, also an architect, was involved in the planning and construction of the Olympic Swim Stadium and the rowing commissioner designed the rowing and canoeing courses at Lake Casitas.

Each sport was always represented within the LAOOC by a permanent staff member. In the early stages, this was the vice president/sports. Assistant vice presidents, and later associate

vice presidents, supervised groups of sports while other staff members kept up with the operating plans and daily correspondence. Many of the early assistant vice presidents became sport managers and provided the immediate supervision of each sport in the planning stages.

During the venue development process and when operating plans were being written, the commissioner worked with individual support departments and the venue development team to plan every aspect of the overall venue operation. The commissioner coordinated with the LAOOC central departments for support services, but was directly responsible for appointing staff and making all arrangements for competition support, community relations, facility coordination, maintenance, personnel, VIP services and protocol. The commissioner appointed a food service manager to implement a pre-arranged food service plan but all security planning was done without input from the commissioner.

The commissioners' responsibilities and authority during the final pre-Games months were outlined on an area-by-area basis in a document entitled "*Commissioner's Mandate for the Preparatory Phase.*"

The commissioner was responsible for providing the Accommodations Department the necessary information to arrange for hotel and student residence hall rooms for the commissioner, out-of-state staff and IF officials and for updating this information on a regular basis. The commissioner was also responsible for assisting in the collection of all monies due from the IF and was responsible for the coordination of reimbursement of expenses for technical delegates, support officials and other out-of-area staff. Finally, the commissioner was responsible for cooperating with the Transportation Department to arrange transportation for IF officials and out-of-area staff from their accommodations to the venues.

In the area of accreditation and access control, the commissioner ensured that each of the venue staff was properly accredited by making sure that all staff members were processed through the Games Staffing System, badge pictures were taken and that the appropriate access level was assigned to each staff member. The commissioner also reviewed the access zones contained within the venue development plan.

A venue ceremonies manager was appointed at each venue and the commissioner's responsibilities were to confirm ceremony times and assist in the planning of the actual staging of the awards ceremonies.

The commissioner had overall responsibility for the competition arrangements, beginning with all aspects of the operation of the

competition. This included obtaining necessary approval and support of the IF and providing services to the international officials. The commissioner selected the competition announcers in consultation with the Language Services Department which certified French-speaking announcers. The commissioner ensured the appropriate planning of training site operations in concert with the training site personnel within the Sports Department.

Community relations in and around the venue were the joint responsibility of the commissioner and the LAOOC community relations staff, which had already initiated some community programs.

Spectator Services negotiated all novelty and concessions contracts. The commissioner's responsibility for this area occurred during the Games. However, the commissioner did work with Spectator Services to determine any sport-specific products to be sold at the venue.

The commissioner's authority in relationship to construction and design was limited by the construction budget, the venue schematic drawing from venue development and the plan for the venue Look. The commissioner could propose changes in the design, but such modifications had to be consistent with the overall intent of the Look and any materiel changes followed the process for changing venue development plans. The commissioners monitored the procurement of all governmental permits while the Construction Department had sole authority to enter into contracts for construction and design services.

The commissioner could propose to Corporate Relations which sponsors and suppliers should have a presence at the venue while senior management made the final decisions. The commissioner could solicit "sponsors" to extend services such as hospitality at the venue, but these actions had to be approved by Corporate Relations.

Regarding finance, central departments that provided services or equipment to the venue developed their own budgets, while the commissioner developed budgets for competition, venue services and protocol. The Finance Department developed procedures which allowed the commissioner to spend funds from the venue budget as well as from a contingency fund.

Food Services planned its functions while the commissioner was allowed to appoint a venue food services

manager and plan staff meal procedures. The commissioner worked with Food Services to plan catering for hospitality.

Government Relations was involved in any contract with a government agency that impacted a site. Within certain guidelines, the commissioner developed a working relationship with local officials who had jurisdiction over the venue. After consulting with the Government Relations Department, the commissioner could represent the LAOOC before public hearings.

The commissioner worked with Olympic Health Services to ensure that the chief medical officer coordinated preparations for sports medicine, spectator first aid and doping control services at the venue. The commissioner could not alter the doping control collection procedures, the handling of specimens or the number of tests to be conducted.

Because Language Services supported the operational flow at the venue, the commissioner assisted this department in understanding the venue's need for language support.

When necessary, the commissioner negotiated for maintenance services with the venue owner or another party with all contract approval coming from senior management. Maintenance included routine clean-up, custodial services and grounds maintenance as well as unscheduled maintenance and repair.

The Material Logistics Department handled the actual requisitioning, storing and delivery of supplies, furniture and equipment for each venue and the commissioner was responsible for ensuring that all necessary items were ordered and delivery dates and timetables arranged in consultation with the venue material supply coordinator.

The commissioner had the overall responsibility to ensure that sufficient staff was obtained for the venue during the Games. This included reviewing each department's effort in obtaining the staff for which they were responsible. The commissioner and the appropriate support department jointly approved the appointment of key venue managers representing that support department. The commissioner could cut the number of staff from the approved venue development plan with the concurrence of the affected support departments but could not increase staff numbers without following certain required approval steps for changes in the venue development plans.

The Press Operations Department developed its own plans at each venue with commissioner input. Any changes to the venue development plan, such as changing the location of the mixed zone or photo positions, required joint approval of the commissioner and the Press Operations Department.

Prior to the Games, public information was handled centrally but during the Games the commissioner had complete authority over public information.

Security, as mentioned, was controlled by the central department, though the commissioner had the authority to allocate, move or change the number of non-security guard access controllers up to the budgeted number of access controllers.

All technology services including results, telecommunications, timing and scoring were coordinated by the commissioner. The allocation of radios, pagers, televisions, EMS terminals and photocopiers was made in conjunction with the Technology Department, as was the rental or purchase of additional sponsor-supplied items. The commissioner was also responsible for planning which information was displayed on scoreboards though all requests for changes in Swiss Timing services were channeled through the Technology Department.

The LAOOC negotiated individual contracts with the host broadcaster and official film producer and any proposed changes in camera positions, interview areas or compound locations were coordinated with the Television Operations Department. The commissioner negotiated with the host broadcaster to produce a schedule for its catering trucks and other support functions during the days of competition.

The commissioner was encouraged to work with the Ticketing Department to promote ticket sales at venues with significant numbers of unsold tickets such as football and hockey. The Ticketing Department had a small presence at most venues during the Games to resolve on-site ticket holder problems and had a greater presence where on-site ticket sales occurred.

The Transportation Department specified the bus loading and unloading areas for athletes, press, IF officials and spectators and carried out the pre-Games planning of these operations. The commissioner was responsible for assisting parking and transportation operations at the venue.

Uniforms were distributed centrally and the commissioners were responsible for designating which employees received specific levels of uniforms.

Protocol services at the venue were the commissioner's responsibility and were planned in consultation with Olympic Family Services and Government Relations. The



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commissioner organized parties and functions and determined invitation lists. The commissioner recruited the hosts and hostesses for the venue who were trained by the central Protocol Department.

30.02.4 Relationship with the venue owner

Once most of the venue rental agreements were signed, LAOOC senior management initiated programs to acquaint the owners with LAOOC policies and, more importantly, to introduce owners and operators to LAOOC staff that was directly involved in the venue operations.

An Olympic venue policy manual was developed to provide general information to the venue owners.

Each facility was given a *Star in Motion* flag and a plaque designating the facility as an official LAOOC venue site. Commissioners met regularly with individual venue owners to develop good community relations and to meet with local police and fire department officials. Venue owners and community members often raised concerns about potential traffic problems, noise and other issues and the commissioner was able to act as a liaison between the Organizing Committee and the venue.

Many of the initial venue rental agreements were signed when the commissioners were appointed, but a few commissioners became directly involved in the site selection and negotiation process.

All commissioners were charged with following up on the initial agreements to ensure that all aspects of the venue contract were finalized and unresolved issues were solved. A checklist was developed by the Legal Department to assist the commissioners in completing negotiations. General contract items included definition of

4 Cycling Commissioner Pete Siracusa discussing the placement of Olympic venues with UCLA Village Vice President Frank Smith.

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facilities and property boundaries, access dates, rental payments and/or amount of revenue to be shared with the owner and responsibility of existing site management during the Games.

While rental agreements were being amended and contracts finalized, the commissioners helped venue owners understand their rights, privileges and restrictions as the operators of Olympic venues.

- Facility owners were allowed to declare in their regular advertising that the venue was the "Site of the 1984 Olympic (name of sport) Competition." In addition, venues could prominently display an on-site sign declaring they were the site of the selected competition. Guidelines were developed for the specific use of each sign.
- Beginning 1 August 1983, the venue owners could utilize the LAOOC emblem (*Star in Motion*), the mascot (*Sam the Olympic Eagle*) in their venue's sport poses and the relevant pictogram (hereinafter referred to as symbols) in their regular business advertising, subject to certain conditions and limitations.
- In accordance with the 1978 provisional edition of the Olympic Charter, commercial advertising was not permitted inside the stadiums or sports arenas during the Games. This meant that no commercial presence or advertising was permitted on, near, or that could be visible from the field of play or the surrounding spectator seating areas. Advertisements consistent with LAOOC standards were permitted in areas away from the field of play, such as the lobby area. Venue owners were encouraged to allow official sponsors the opportunity to participate in any such advertising. No advertising was permitted on any sports equipment, including the scoreboards, used during the Games. Also, no unofficial banners or signs could be displayed in the venue during the Games.
- Venue tours became an important issue as LAOOC staff and various sport International Federations needed to become acquainted with the venues. To ensure that these tours were conducted in a smooth and efficient manner, certain guidelines were developed, limiting the number of LAOOC staff members authorized to request site access for tours. All tours were given by LAOOC staff members.

30.02.5 Responsibility at the time of the Games

The commissioner's authority at the time of the Games was clearly defined in a document produced in June 1984 called the *"Commissioner's Authority*

Memo. "It was widely distributed in an attempt to familiarize staff with the line of authority at the venue level. Guidelines were initially set forth in the *"Commissioner's Mandate for the Preparatory Phase"* which was also required reading for key management.

Once the process of "venuization" began for each venue, the commissioner's authority became more widely recognized and understood. This responsibility was executed in a manner consistent with overall LAOOC policies and in the event of an emergency, problem or dispute at the time of the Games, the commissioner's decision was executed. Appeals, if any, were made later.

The Operations Center was available for a number of services for the commissioners during the Games including approval of expenditures of more than \$20,000; providing a contingency budget if the commissioner's budget was exhausted; settling disputes between a commissioner and a central support department; reallocating scarce resources or approving transfers of staff between sites and disseminating information on central policy decisions. Several overall guidelines were spelled out for the commissioners in the authority memo:

- With reasonable cause, the commissioner could suspend or terminate any LAOOC Games staff member.
- The commissioner could change access privileges of any venue staff member.
- The commissioner could authorize expenditures against his or her budget, while central departments retained control of their own budgets. That included those portions of the department's budget allocated to the venue including the budgets allocated by Construction, Press Operations and Health Services.
- The commissioner had control over all contractors operating at the site, including security guards, and could eject anyone causing problems through a request to the contractor's highest-ranking manager on site. Because some third party firms operated at several sites, the commissioner notified the Operations Center regarding any problems with these contractors.

The boundaries of the commissioner's authority:

- Accommodations; the commissioner could request a small number of contingency rooms for use during the Games for unanticipated demands and could authorize rooms at the LAOOC's expense for additional venue staff, up to the limit of the venue budget.
- Accreditation; while the central department developed guidelines and procedures for the issuance of



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venue and hospitality passes, these passes were completely within the control of the commissioner. He could also authorize changes in the access privileges of any staff member at the venue except those with only zone 9 (public area only) who might not have undergone a security check. The commissioner was asked to consult with the venue director, venue security manager and access control manager before changing zone assignments. The commissioner was not allowed to authorize the issuance of Olympic Family accreditations ("A," "B," "C," "D," "E," "F," "G," "J," or "O").

- Architecture and Construction; the Construction Department was responsible for any actual building at the site. The commissioner could make minor additions and corrections as required, within his own budget. The commissioner could change the office assignments of the staff and the flows within the site and was instructed to carefully inspect the signs at the site and to order changes as appropriate to facilitate spectator movement.
- Awards; because it was difficult for international broadcasters to accommodate changes in the start times of the ceremonies, the commissioner could only make a change when absolutely necessary, and only after notifying the Operations Center. The conduct of the actual awards ceremony was to

5 Aquatics Commissioner Jay Flood explaining some of the finer points of water polo (which he played as a youth) to youngsters prior to the start of the III FINA World Water Polo Cup in 1983.

- be identical among sites and any changes had to be approved in advance by the central awards ceremony director. It was the responsibility of the IOC to select award presenters. If the IOC member designated was not present, the Olympic Family Services protocol office at the Biltmore Hotel was contacted and if that presenter failed to show, the commissioner appointed a presenter.
- Competition; changes to the competition schedule could only be made with IF and host broadcaster concurrence. The Operations Center was notified immediately if any session was to start earlier than scheduled or later than five minutes after the scheduled time.
 - Concessions; types and prices of merchandise were set centrally for most venues.
 - Dress rehearsal; the commissioner was responsible for staging one or more dress rehearsals at the venue prior to the start of competition.
 - Finance; each venue had a petty cash fund of several thousand dollars and the venue finance manager provided pre-signed blank checks valid for payments up to \$500, \$1,000 or \$1,500 for emergency purchases. The commissioner could authorize overtime payments for staff, within the budget, but could not change a staff member's pay rate without approval from the Operations Center.
 - Food service; the commissioner was responsible for all food services at the venue including disposing, other than by sale, of unused athlete and staff lunches and other food, consistent with public health rules. In some cases, the food was donated to a charity or other worthy cause. The commissioner had complete discretion over who had access to any venue parties or hospitality functions (though the transporting of competitors for such purposes was prohibited). The commissioner could authorize a second box lunch for staff working in excess of 10 hours.
 - Games staffing; staff added at the last minute were not issued accreditation without a security check. The commissioner could, however, issue staff public area badges.
 - Health services; any changes to the doping control process could be made only with the concurrence of the doping control supervisor and chief medical officer, who had to clear such changes with the central department head. In the event of a life-threatening medical emergency, the chief medical officer was temporarily in charge of the immediate surroundings and all resources directly related to the emergency. The commissioner was responsible for carefully planning the roles of the venue director, competition director, chief medical officer, security manager and others during such emergencies, including a detailed understanding of the multicasualty incident plan. Absent an emergency, the commissioner, with input from the chief medical officer, could order changes in the deployment of venue-specific health service resources, staging areas, supplies and staff.
 - Language services; the commissioner had complete authority to determine venue-specific language priorities and could request additional staff from the central pool on an "as available" basis.
 - Materiel supply; the commissioner was responsible for all materials needed within the venue and ordered any last minute supplies through the Material Logistics Department. If such supplies were not available centrally in a timely manner, the commissioner could procure them from an outside source.
 - Olympic Family Services; the commissioner could, with the assistance of security, remove an unruly member of the Olympic Family from the site and confiscate his accreditation badge. This was to be done only in extreme cases and the commissioner was to consult with the protocol manager, competition director, venue press chief or chief medical officer as appropriate and notify the Operations Center of any such occurrence.
 - Press operations; no staff member or contractor ("L" and "K" accreditations) could grant press interviews without explicit permission of the commissioner or venue press chief. All "L" and "K" accredited staff agreed to such restrictions when signing their Terms and Conditions agreement or Games accreditation application. The commissioner or other venue spokesperson was not allowed to discuss the details of security without clearance from the central department authority. The commissioner, with the concurrence of the venue press chief, could authorize the removal of a disruptive "E" accredited person. Confiscated badges were turned over to the venue press chief who contacted the proper authority at the Main Press Center. Accredited members of the press had the right to cover all events and incidents as long as they remained within the designated press zones. The commissioner could admit, using a venue pass, non-accredited written press and photographers to the public area of the venue only.
 - Security; the venue security manager had day-to-day responsibility for coordinating with law enforcement and supervising private security at the site while the commissioner was encouraged to develop a close rapport with the highest-ranking law enforcement commander. Law enforcement had authority at a venue when a breach of the law occurred or when there was a clear and present danger to public safety. Until then, their role was advisory. If such an incident occurred, law enforcement was responsible for all activities directly related to the incident, but not for other ongoing operations of the venue. The necessary precautions in the event of a bomb threat were determined by the commissioner upon the advice of the venue director, security manager and law enforcement commander. If a threat occurred, the Operations Center was notified and was consulted if evacuation was a possibility.
 - Technology; the commissioner was responsible for allocating all technology equipment to the various department at the site.
 - Television; the commissioner was responsible for implementing LAOOC television policy at the venue and, pursuant to the LAOOC agreement with the host broadcaster, no unaccredited broadcasters or electronic news-gathering crews were allowed into the venue for any purpose. The commissioner enforced the policy that specified that NOC or IF filming was for non-commercial use only.
 - Ticketing; the only way someone could be admitted to a venue without a ticket was by having the proper accreditation, venue pass or emergency services pass. The disposition of the house "contingency tickets" for problems such as blocked seats was set forth in the ticketing procedures, over which the commissioner had no control.
 - Training sites; with the exception of competition sites and the Wooden Center (gymnastics), all training sites were operated by Sports Department personnel. Training schedules at the competition sites were the responsibility of the commissioner.
 - Transportation; the commissioner could request, but not order, an additional competitor bus or Olympic Family vehicle. The commissioner had complete authority over the venue-specific fleet, consistent with motorpool policies and complete discretion regarding the issuance of parking passes for staff, contractors, the IF and others.
 - Uniforms; the commissioner could order the Uniform Department to provide an outfit for staff added at the last minute, though the department could not promise the requested style or color uniform. The commissioner could not procure uniforms from another source.

30.02.6 Summary

To avoid the "revolution" that has often occurred when other major sport competition organizers have moved into their venues, the LAOOC introduced the concept of sport commissioners. Not only did the commissioners have the ultimate authority at their venues but had been so involved in pre-Games planning that management decisions at the time of the Games were based upon years of preparation.

Though each commissioner's dedication varied during the pre-Games period, there was no question that the commissioner's program provided excellent Games-time management. Notable relationships formed with the IFs prior to the Games and the ability of the IF to consistently communicate with one individual made a positive difference in the resolution of competition issues during the Games. Most commissioners were heavily involved in the planning of all aspects of their venue, though a background knowledge of the particular sport was not a prerequisite for the position. Some commissioners were extremely involved in designing their fields of play; a few assisted in the site selection process. All were responsible for fine-tuning contracts with the site owners.

Each of the venues functioned during the Games without major incident and the presentation of the competitions was nearly flawless. Venue staff clearly recognized the single authority concept which eased potential confusion caused by day-to-day problems.



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6 Football Commissioner Alan Rothenberg presiding over the draw for the Olympic Football Tournament.

7 The overnight conversion of The Forum from a basketball venue to the venue for the finals of handball in process.

30.03 Competition management

30.03.1 Coordination with the International Federations

The Olympic Charter stipulates that "The IOC is the final authority on all questions concerning the Olympic Games and the Olympic movement," However, the IOC delegates to the International Federations specific authority in the technical control of the sports that they govern. Each International Federation is completely responsible for the staging of its sport during the Games.

Each International Federation (IF) is a worldwide organization that governs all competitions and technical aspects of a particular sport. Each is comprised of member national organizations of sport from various countries. In 1984, there were 23 IFs controlling sports on the Los Angeles program. All IFs hold world championships of their own. In the Olympic year, most federations do not hold a world championship but recognize the Games competitions in their sport as the premier event for the year.

Each federation has a president, secretary-general and two technical delegates. The president and secretary-general usually are more involved in the conceptual and early developmental stages of their sport as it fits into the program of the Olympic Games. The

technical delegates' duties are much more specific and deal primarily with the technical operation of the competition.

The earliest involvement the IFs had with Los Angeles was when the city was preparing to submit its bid to the IOC for the award of the Games. City officials talked to the majority of the federations about the type of facilities that would be offered as competition venues in 1984.

Upon award of the Games and formation of the LAOOC, one of the first tasks of the Organizing Committee was to select the sites for competition and training. Approval of the proposed indoor venues such as The Forum for basketball, Pauley Pavilion for gymnastics and the Los Angeles Memorial Sports Arena for boxing was relatively easy to obtain from the appropriate IFs.

However, some venues, such as the rowing and canoeing site, posed numerous problems. After originally considering the construction of a permanent rowing/canoeing facility, then looking at nearly 30 different sites for temporary use, the LAOOC finally recommended Lake Casitas as the venue, which the rowing and canoeing federations approved. The same was true of the equestrian federation and its search for an appropriate site for the endurance portion of the three-day event. Fairbanks Ranch was finally agreed upon. The LAOOC also held extensive discussions with the federation governing modern pentathlon. In past Games, the five events of the modern pentathlon were held at the five venues of the respective sports since officials and the field of play were already there. However, the event was hosted at one location in Los Angeles, and the federation was forced to supply its own officials for each of the sports except fencing.

The approval process of each federation involved visits by the technical delegates to the venues. Although the LAOOC agreed to pay for two official visits for each technical delegate, each visited Los Angeles a number of times. After the sites were agreed upon, each federation began the process of approving all other aspects of the field of play as well as the formation of the competition schedule. This process took from 1981 to the end of 1983. The next stage of approvals involved training sites and training periods, equipment, publication of each explanatory brochure, office space for federation officials and layout of the field of play. The selection and approval of equipment often required months of discussion.

After all aspects of the field of play were determined, each federation turned its attention toward support and logistical arrangements that had to

be made. Each federation was concerned about transportation to and from venues, the availability of cars and drivers, uniforms, access privileges, accreditation procedures and the availability of rooms at nearby hotels. These elements took from six months to one year to finalize.

The approval process for the LAOOC was handled by each of the sports commissioners. One of the goals of the commissioner program was to provide each federation with the same contact person within the LAOOC during the planning process. This provided an easy flow of information and a buildup of trust between the two organizations.

During the LAOOC's early stages of development, each commissioner attended world championships to observe details of competition management. After viewing a number of events, each commissioner translated the strengths and weaknesses of the events observed into the best possible plan for Los Angeles. Even at this early point in the development of the LAOOC, many of the commissioners were very well known to members of their respective federations. This smooth relationship between the commissioners and IFs was a major ingredient of the many successfully staged competitions in 1984.

The International Federations also had the responsibility for appointing internationally qualified judges for the Games. The number in each sport was determined by each federation with the help of the IOC honorary director of sports, who acted as a coordinator between all federations and the LAOOC.

In 1982, it was announced that the travel and lodging expenses of the international officials would be paid for by the IOC. The LAOOC did pay for the transportation and lodging of all supplemental or national judges. The LAOOC planned to use officials from Southern California who were approved by the national governing body in each sport to improve the caliber of local officials in the lesser-known Olympic sports.

Ten International Federations chose to hold general business sessions or congresses in Los Angeles during the Games. During a congress, delegates from each sport typically conduct federation business, which may include election of officials and passage of regulations which govern the conduct of the sport.

Unlike previous Olympic Games, the LAOOC did not assume ultimate responsibility for the planning, management and funding of the

Federation congresses during Games

Federation	Date	Location
FINA	25 July	Pepperdine University Law School Amphitheatre, Malibu, California
IHF	25–26 July	Westgate Hotel, San Diego, California
FIVB	25–26 July	Hyatt Regency Hotel, Long Beach, California
FIG	25–26 July	Airport Hilton and Towers, Los Angeles, California
UIPMB	25–26 July	Conference Center Coto de Caza, California
IWF	27 July	Airport Hilton and Towers Los Angeles, California
FIAC	27 July	Hyatt Regency Hotel, Long Beach, California
IAAF	31 July–1 August	Westin Bonaventure Hotel Los Angeles, California
IYRU	5 August	Hyatt Regency Hotel, Long Beach, California
AIBA	10 August	University Hilton, Los Angeles, California

federation congresses. The LAOOC did, however, identify and secure congress meeting sites and select individuals and companies to provide interpretation services upon request. The LAOOC assisted in identifying the best sources for all other services that might be required by the federations. Although the LAOOC's objective was to assist the International Federations in putting on their own congresses while assuming no financial responsibility, the LAOOC recognized that the quality of the congresses would be a direct reflection upon the LAOOC. In consideration of the financial status of the IFs and to continue the good relationship between the LAOOC and the IFs, every effort was made to assist them in putting on their congresses in the most efficient and inexpensive way possible while preserving their quality. The LAOOC's approach to congresses was significant in two ways:

- Since the federations were required to pay for services, they were more selective in deciding what was important to have, what was important to accomplish, how much time and what languages were needed.
- Second, because the distinction was clearly drawn between the resources available to delegates accredited to the Games and those available to congress delegates who were not accredited, federations had to make arrangements for unaccredited delegates who were not guaranteed accommodations, transportation, credentials and tickets.

30.03.2 Formation of the competition secretariat

The operation of the competition secretariat differed greatly from sport to sport during the Games. The staging of the competition was the ultimate responsibility of each IF and the organization of staff needed to accomplish this depended mostly upon the complexity of each sport. Each

sport designated a group of people to provide the administrative link between the federation and the LAOOC competition management. This group formed the competition secretariat.

The staff for each was typically comprised of one secretariat manager, one to three office managers and two to four clerks, depending upon the size of the competition and the working relationship between the federation and the LAOOC. The secretariat managers were usually employed by the LAOOC two to six months prior to the Games with the other staff members added just before the Games.

The duties of the secretariat varied from general office work, transportation and protocol duties to day-to-day control of the competition. The following comparison of the competition secretariats in the sports of football, wrestling and athletics serves to point out how each organization differed.

Football—The main function was to assist members of the FIFA with matters concerning competition, including distribution of rules or mandates of the federation made on a daily basis to the participating teams; arranging for the transportation of the delegates within Los Angeles; assisting with office equipment such as telex, photocopiers, word processors, typewriters and walkie-talkies. The secretariat also worked closely with the Protocol Department to arrange for outings for the members of the delegation and their spouses. The office of the secretariat was clearly provided to support the FIFA, specifically since the federation even

used their own secretaries. The office of the secretariat was equipped with telephones, three electric typewriters, photocopying machine, telecopier and word processor.

Wrestling—The wrestling secretariat consisted of only one individual. He was heavily involved in USA wrestling and was chosen by the commissioner. The duties of this competition secretary included controlling the flow of bouts for the tournament, collection and distribution of all competition-related data and verifying all information and results. The secretary reported directly to the competition director and to the FILA technical delegate for competition. He had total responsibility for the flow of information to and from the pairings masters, the communications staff, the head officials, the FILA bureau and the teams. The secretary held a valid FILA license as a pairings master. Other specific duties included:

- Supervision and coordination of preparations for weigh-ins
- Supervision and coordination of communications from weigh-ins to pairings masters and to the personal computer pairings entry operator
- Determination, in consultation with a FILA technical delegate, of the number of rounds to be wrestled by each weight class each session, the order of weights to be paired and wrestled and the mat assignment of each group of each weight class
- Verification of the official entry list for each weight class and approval of changes authorized by the FILA delegates
- Supervision and coordination of the distribution of results to announcers, pairings masters, personal computer pairings and results computer system
- Verification of the identity of award winners and provision of data for announcers and ceremonies staff

Athletics—A full-time athletics secretariat manager was hired six months prior to the Games. This person also served as the sports manager and reported directly to the commissioner of athletics. Prior to the Games, the general duties of the sports manager/secretariat included handling all contacts with team officials and organizing the operation of the athletics desk in the sports information office of each village. The preparation of a team manual, an athletics procedures manual and an officials manual were additional duties, as well as organizing the administration competition secretariat to confirm all entries, qualifying standards, declarations, seeding, drawing and results distribution.

During the Games, the sports manager/secretariat managed 24 volunteers who worked at the Coliseum and village sports information centers. The hours of operation were generally 0800-2230 from 22 July to 13 August.

The operation at the villages included the following:

- Confirmation of participation of athletes
- Transfer of written questions from team leaders to technical officials
- Distribution of result/start lists

The operation at the Coliseum involved:

- Assisting the team leaders and coaches
- Coordinating messages via EMS/telephone from the villages
- Coordinating all tasks for each preliminary and final event including final entries, preliminary lists of entries, final lists of entries, number assignments, seeding, confirmation of participation, start lists, lists of participants, results distribution, results cards, scratches and protest procedures.

The facilities at the Coliseum included the following:

- Working room with EMS terminal and printer, telecopier, personal computer, two desks, three tables, two telephones and one television
- Result/Start list distribution room with individual boxes for each nation and event
- Secretariat room with copy machines, four telephones, four desks and chairs, four typewriters and one television
- Secretariat manager's office with one television and one desk and chair

It was obvious that within the organization of competition management for each sport someone had to be responsible for the administrative details that supported the actual races, matches and games. Whether a competition secretariat was formed and given critical duties to support the events or whether those duties were undertaken by another aspect of the competition management depended largely on the relationship between the federation and the commissioner.

30.03.3 Provision of equipment

In 1980, the LAOOC Sports and Corporate Relations Departments initiated the process of acquiring equipment for all sports competitions. Even though many of the competition sites had not been finalized, the LAOOC wanted to conclude as many supplier agreements as possible at an early date.

The first step in the acquisition process was to determine the type and the amount of equipment that was

required for each sport. It was also necessary to determine, by sport, which equipment had to meet the requirements set forth by each International Federation and which equipment was less regulated. The hockey federation, for example, required that the LAOOC purchase the hockey balls from one of several manufacturers, whereas the LAOOC could purchase the goal standards and nets from any manufacturer as long as the standards and nets met certain specifications.

The goal was to negotiate the best agreement which would provide the sport with state-of-the-art equipment while also limiting the number of suppliers to a workable number. This was accomplished by using companies who could provide equipment for several sports, such as the Porter Equipment Company which provided standards for basketball and water polo and goals and nets for football, handball and hockey. Toledo Scale was also a large supplier and provided weighing equipment for 12 sports.

The LAOOC was interested in using United States suppliers where appropriate, but ultimately used many foreign companies because they manufactured the best products for certain sports. The LAOOC also looked for suppliers who had been associated with previous Olympic Games.

The second step in the acquisition process was negotiation of the contracts. The agreements with the equipment suppliers had the same set of basic provisions (not all provisions were included in every contract) which included the following:

- Each supplier had to supply equipment for all training sites as well as the competition site.
- Each supplier was required to ship the equipment to the LAOOC at its own expense.
- Each company was responsible for providing staff to manage its product which included repair, installation, maintenance and take down.
- Each supplier had to donate some equipment to the LAOOC, who often passed it on to youth groups during or after the Games.
- The larger companies were required to make a royalty payment for use of the LAOOC logo.

Some of the sports required only a few types of equipment, but others such as fencing and athletics required numerous pieces. Typically in past Games, organizers purchased equipment for athletics from five or six federation-approved companies or had a number of different sponsors. The LAOOC decided, however, to designate a distributor of athletic equipment as an official supplier. This agreement stipulated that the supplier, UCS, would be responsible for the procurement, inventory, issue, shipping,

replacement and cleaning of all athletics equipment. It is estimated that this arrangement saved the LAOOC almost \$1 million.

The following is a listing, by sport, of the equipment required by each federation as well as the equipment that was necessary but not specifically regulated.

Archery

- Athletes could bring their own bow and arrows.
- The LAOOC was required to provide facilities for purchase of replacement bows and arrows.
- Target standards, faces and backs had to meet specifications but could be purchased from any manufacturer.

Athletics

- The IAAF had strict requirements for acquisition of all equipment including manufacturers and model numbers.

Basketball

- The ball had to meet federation standards and be purchased from an approved manufacturer. Playing surface and standards had to meet specifications but could be purchased from any manufacturer.

Boxing

- Gloves had to meet federation standards and be purchased from an approved manufacturer.
- Speed bags, headgear and rings had to meet specifications but could be purchased from any manufacturer.

Canoeing/Kayaking

- The LAOOC supplied canoes and kayaks for rental and each had to meet federation standards.

Cycling

- Competitors supplied their own bicycles. The LAOOC had to name an official supplier of repair work and parts.

Equestrian

- The LAOOC was not required to supply any equipment.

Fencing

- Fencers provided their own pieces of equipment.
- The pistes had to meet IF specifications but could be purchased from any manufacturer.
- All scoring and other electrical equipment had to meet federation standards and be purchased from an approved manufacturer.

Football

- The ball had to meet federation standards and be purchased from an approved manufacturer.
- The goals and nets had to meet specifications but could be purchased from any manufacturer.

Gymnastics

- All equipment had to meet federation standards and be purchased from an approved manufacturer.

Handball

- The ball and the flooring had to meet federation standards and be purchased from an approved manufacturer.
- The goals and nets had to meet specifications but could be purchased from any manufacturer.

Hockey

- The ball and playing surface had to meet federation standards and be purchased from an approved manufacturer.
- The goals and nets had to meet specifications but could be purchased from any manufacturer.

Judo

- The tatami had to meet federation standards and be purchased from an approved manufacturer.

Modern Pentathlon

- The fencing requirements were the same as the sport of fencing.
- Athletes provided their own firearms for shooting and the LAOOC provided the targets which had to meet specifications but could be purchased from any manufacturer.
- The LAOOC provided the horses. All riding equipment had to meet IF specifications but could be purchased from any manufacturer.

Rowing

- The LAOOC supplied only the weighing equipment for the shells.

Shooting

- The athletes provided their own firearms; the LAOOC provided the targets which had to meet specifications but could be purchased from any manufacturer.

Swimming

- Equipment consisted mostly of small items that could be purchased from any manufacturer.

Volleyball

- The standards, nets, flooring and balls had to meet specifications but could be purchased from any manufacturer.

Water Polo

- The balls and goal standards had to meet IF specifications but could be purchased from any manufacturer.

Weightlifting

- All bars and disks had to meet federation standards and be purchased from an approved manufacturer.

Wrestling

- The mats, platform and training dolls had to meet federation standards and be purchased from approved manufacturers.

Yachting

- The LAOOC supplied the Finn boats for competition. They had to meet certain specifications but could be purchased from any manufacturer.

Baseball

- The balls had to meet federation standards and be purchased from an approved manufacturer.

Tennis

- The balls had to meet federation standards and be purchased from an approved manufacturer.

Of the 36 contractors (20 official suppliers) that supplied sports equipment, 21 companies were accredited to service and repair their equipment during training and competition.

The number of technicians required to service and maintain each company's equipment was set by the Sports Department prior to the development of third-party accreditation procedures. Once the procedures were established, the companies were contacted in March 1984 both to verify the number of accreditations they would need and to inform them of the accreditation policies and procedures. A total of 21 companies and 154 technicians were accredited.

Sports managers and commissioners were then consulted with regard to the assignment of access zones. Depending on the equipment supplied, some technicians required access to the field of play and athlete warm-up areas. Others needed entry solely to venue management or competition support areas.

Initially, third-party contractors were not allocated uniforms, however, because a large number of sports equipment technicians were required to be on the field of play, uniforms were approved for all sports equipment contractor personnel.

After the suppliers were identified in each sport it was up to each sports manager to identify any other equipment necessary for competition. This equipment, often minor in nature such as scorecards and judges' chairs, became part of each sport's materiel supply needs and was purchased directly.

The process of identifying and acquiring sports equipment required almost four years of effort between the Corporate Relations and Sports departments. The supplier agreements negotiated with sports equipment companies worldwide provided the best equipment for the athletes while also saving the LAOOC millions of dollars. The following is a complete roster of official equipment used during the Games:

Roster of official equipment

<i>Item/Model</i>	<i>Manufacturer/country</i>	<i>Quantity</i>	<i>Item/Model</i>	<i>Manufacturer/country</i>	<i>Quantity</i>
Archery			Women's Discus (1 kg)		
Targets	Bjorn Bengston/SWE	2,794	Rekord 0029	Berg/FRG	21
Athletics			Rekord 1129	Berg/FRG	21
Starting Blocks			Super Segler 1133	Berg/FRG	20
0039	Berg/FRG	46	Competition 113	Berg/FRG	20
Men's shot put (7.257 kg)			Olympic Hi-Spin C517B	Lillywhites Cantabrian/GRR	21
Kaspar Berg blue 0109 120 mm	Berg/FRG	19	International C 518F	Lillywhites Cantabrian/GBR	14
Kaspar Berg red 0105 113 mm	Berg/FRG	15	Wood Center Gill 3 13	Harry Gill/USA	20
Kaspar Berg yellow 0104 129 mm	Berg/FRG	13	Karhu-Titan 165	Karhu Titan/FIN	9
Kaspar Berg brass 0100 110 mm	Berg/FRG	21	Obol Red	Obol/FRA	21
Kaspar Berg black 0071 125 mm	Berg/FRG	21	Women's Javelin (600 g)		
Olympic C516c 129 mm	Lillywhites Cantabrian/GBR	13	Apollo Olympic	Accles & Pollock/GBR	10
Olympic C516D 123 mm	Lillywhites Cantabrian/GBR	13	Apollo Aerodyne 45 m	Accles & Pollock/GBR	9
Olympic C516E 117mm	Lillywhites Cantabrian/GER	13	Apollo Aerodyne 55 m	Accles & Pollock/GBR	9
Olympic C516F 113mm	Lillywhites Cantabrian/GBR	13	Apollo Aerodyne 65 m	Accles & Pollock/GBR	9
Olympic C516G 110mm	Lillywhites Cantabrian/GBR	9	Apollo Aeroflo	Accles & Pollock/GBR	9
Men's discus (2 kg)			Held Competition Special CS2 55 m	AMF Voit/USA	14
Saturn 232	AMF Voit/USA	9	Held Competition Special CS2 65 m	AMF Voit/USA	14
Rekord 0026	Berg/FRG	13	Held Custom I CH600-I	AMF Voit/USA	15
Rekord 1126	Berg/FRG	21	Held Custom II CH600-II	AMF Voit/USA	15
Competition 0025	Berg/FRG	12	Held Custom III CH600-III	AMF Voit/USA	15
Super Segler 1125	Berg/FRG	12	Held Reg. 35 m HR 600.35	AMF Voit/USA	15
Olympic Hi-Spin C517A	Lillywhites Cantabrian/GBR	21	Held Reg. 45 m HR 600.45	AMF Voit/USA	15
International C 518A	Lillywhites Cantabrian/GBR	14	Star 7915-600 50 m	Nordic Sport/SWE	14
Official Hollywood Star 300	Harry Gill/USA	22	Diana 7917-601 60 m	Nordic Sport/SWE	14
Karhu-Titan 148	Karhu Titan/FIN	9	Diana 7917-600 70 m	Nordic Sport/SWE	14
Obol Red	Obol/FRA	21	Diana 7917 80 m	Nordic Sport/SWE	14
Men's Hammer (7.257 kg)			Pole vault standards		
Record red 0116 115mm	Berg/FRG	16	0575 (electric)	Berg/FRG	2
Competition brass 0117 110 mm	Berg/FRG	17	Pole vault crossbars		
Olympia yellow 01 12 110 mm	Berg/FRG	15	PF430	Pacer/USA	34
Olympic C 618A 110mm	Lillywhites Cantabrian/GBR	13	Pole vault boxes		
International C619A	Lillywhites Cantabrian/GBR	8	Lillywhites Cantabrian/GBR		
Men's Hammer Handle			Pole vault pits		
G621A	Lillywhites Cantabrian/GBR	40	2506	UCS/USA	8
428 and 429	Berg/FRG	80	High jump standards		
Men's Hammer Cable			CSJ2000	Pacer/USA	11
121	Berg/FRG	60	High jump crossbars		
G623B	Lillywhites Cantabrian/GBR	60	PF425	Pacer/USA	34
Men's Javelin (800 g)			High jump pits		
Apollo Olympic	Accles & Pollock/GBR	9	2210	UCS/USA	10
Apollo Aerodyne 60 m	Accles & Pollock/GBR	9	Hurdles		
Apollo Aerodyne 70 m	Accles & Pollock/GBR	9	UCS/USA		
Apollo Aerodyne 80 m	Accles & Pollock/GBR	9	Steeplechase barriers		
Apollo Aerodyne 90 m	Accles & Pollock/GBR	9	UCS/USA		
Apollo Aeroflo	Accles & Pollock/GBR	6	Relay batons		
Competition Series COMP800 Long	AMF Voit/USA	13	502	Berg/FRG	60
Competition Series COMP800 Medium	AMF Voit/USA	13	Weighing equipment		
Competition Series COMP800 Short	AMF Voit/USA	13	1985	Toledo Scale/USA	1
Custom Series CH800 III	AMF Voit/USA	12	8136	Toledo Scale/USA	1
Custom Series CH800 II	AMF Voit/USA	15	Basketball		
Custom Series CH800 I	AMF Voit/USA	13	Floor		
Master 7912-801 60 m	Nordic Sport/SWE	14	Wood (oak)	Horner Flooring Co./USA	1
Master 7612-800 70 m	Nordic Sport/SWE	14	Standards		
Super Elite 7916-802 80 m	Nordic Sport/SWE	15	01235-904	Porter Equipment/USA	2
Super Elite 7916-801 90 m	Nordic Sport/SWE	15	Goals/nets		
Champion N 7916-800 100 m	Nordic Sport/SWE	14	Porter Equipment/USA		
Women's shot put			Ball		
Kaspar Berg blue 0106 99 mm	Berg/FRG	23	JB 77 deluxe	Molten/JPN	200
Kaspar Berg brass 0103 95 mm	Berg/FRG	23	Boxing		
Kaspar Berg black 0068 103 mm	Berg/FRG	23	Ring-competition		
Kaspar Berg black 0086 109 mm	Berg/FRG	23	6628	Everlast/USA	1
Olympic C516H 109 mm	Lillywhites Cantabrian/GBR	15	Ring-training		
Olympic C516I 103 mm	Lillywhites Cantabrian/GBR	15	6612	Everlast/USA	13
Olympic C516J 99 mm	Lillywhites Cantabrian/GBR	15	Gloves-competition		
Olympic C516K 96 mm	Lillywhites Cantabrian/GBR	15	(8 oz.) 2008/2086	Everlast/USA	200
			Gloves-training		
			(12oz.)2512/2612	Everlast/USA	40
			(14oz.)2514/2614	Everlast/USA	100
			(16oz.)2516/2616	Everlast/USA	80

Sports Administration and Competition Management

Roster of official equipment

Item/Model	Manufacturer/country	Quantity	Item/Model	Manufacturer/country	Quantity
Headgear-competition 4050	Everlast/USA	90	PHF-305-L with anchor Rings	AMF American/USA	6
Headgear-training 4020	Everlast/USA	56	PRF-336-F	AMF American/USA	6
Bags-heavy 4548	Everlast/USA	16	Uneven bars UTB-344	AMF American/USA	6
Bags-speed 4200/4202	Everlast/USA	16	Vault horse VHF-305-S with anchor	AMF American/USA	9
Bags-double end 4220	Everlast/USA	14	Vault boards Compflex	AMF American/USA	40
Weighing equipment Athletes—2185 (Electronic)	Toledo Scale/USA	16	Landing mats AMF/FIG	AMF American/USA	27
Gloves—3115	Toledo Scale/USA	6	Podium	Raymond Limitee/CAN	1
Canoeing and Kayaking (Equipment available for rental)			Handball		
Canoes			Ball		
C-1 Delta single canoe	Kirk & Storgaard/DEN	18	Jet—Men's	Adidas/FRA	297
C-2 Cheetah double canoe	Kirk & Storgaard/DEN	16	Bang—Women's	Adidas/FRA	148
Kayaks			Floor		
K-1 Tiger kayak single	Kajakbyggeriet Struer/DEN	8	Taraflex Sport M green 512T	Bat Taraflex/FRA	2
K-1 Cleaver kayak single	Kajakbyggeriet Struer/DEN	7	Goals and nets (set = 2 goals/2 nets)	Porter Equipment/USA	8/21
K-1 Lancer kayak single	Kajakbyggeriet Struer/DEN	2	Hockey		
K-2 Makker kayak double	Kajakbyggeriet Struer/DEN	16	Ball		
K-4 Commander kayak four	Kajakbyggeriet Struer/DEN	2	Kookaburra Dimple		
Weighing equipment			Goals and nets		
Boats 2 176 and/or 2185	Toledo Scale/USA	2	Surface		
Cycling			SuperTurf 84		
Track-open air, concrete			Toledo Scale/USA		
Parts			137		
Weighing equipment			Judo		
Cycles 2185			Toledo Scale/USA		
Equestrian			Tatami		
Weighing equipment			Kasei Olympique 300 (training and competitions)		
2185			Toledo Scale/USA		
Fencing			Weighing equipment		
Pistes			2185, electronic		
Signaling unit with clock			Toledo Scale/USA		
Final clock, special type			4		
Combination lamps			Modern Pentathlon		
Final lamps			Fencing		
Final clock (made of 2 indication elements)			Pistes		
Cable reel			Int. Sports Equipment/USA		
Test weight			Scoring lights		
Gauge			Uhlmann Fecht-Sport/FRG		
Floor cable			Signaling machines		
Connection cord for metallic piste			Uhlmann Fecht-Sport/FRG		
Battery cable			Reel		
Weighing equipment			Uhlmann Fecht-Sport/FRG		
Weapons 3115			Shooting		
Football			Spieth/FRG		
Balls			(existing)		
Tango			Rowing		
Goals and nets (set=2 goals/2 nets) (each site given 3.5)			Weighing equipment		
Adidas/FRA			Boats 2176		
Porter Equipment/USA			Toledo Scale/USA		
200			2		
16.5			Shooting		
Gymnastics			Clay target installations, trap		
Balance beam			Spieth/FRG		
BBP-356-A			Clay target installations, skeet		
AMF American/USA			Spieth/FRG		
9			Air rifle installations		
Floor exercise			Spieth/FRG		
FEM Elite			International running game installations		
AMF American/USA			Spieth/FRG		
9			Target box, 50 m (single target capability)		
Reflex 1200			Spieth/FRG		
AMF American/USA			Clay pigeon targets, trap (international bird/trap)		
9			White Flyer/USA		
Horizontal bar			Clay pigeon targets, skeet (international bird/skeet)		
HB-380			White Flyer/USA		
AMF American/USA			Edelmann/FRG		
5			Edelmann/FRG		
Parallel bars			Edelmann/FRG		
PB-300-R			Edelmann/FRG		
AMF American/USA			Edelmann/FRG		
4			Edelmann/FRG		
Pommel horse			Edelmann/FRG		
			10 m air rifle targets		
			Edelmann/FRG		
			18,000		
			50 m rifle targets		
			Edelmann/FRG		
			120,000		
			25 m rapid fire silhouettes		
			Edelmann/FRG		
			100,000		
			25 m/50 m precision pistol targets		
			Edelmann/FRG		
			10,000		
			Weighing equipment		
			3115		
			Toledo Scale/USA		
			3		
			3200		
			Toledo Scale/USA		
			5		

<i>Item/Model</i>	<i>Manufacturer/country</i>	<i>Quantity</i>
Swimming		
Racing lanes		
Competitor	Kiefer McNeil/USA	10
Diving board		
Maxiflex/Durafirm	Arcadia Air Products/USA	6
Tower-surface		
Sportflex	Mondo Rubber/ITA	2
Volleyball		
Ball		
VL 200	Mikasa/JPN	1,000
Floor		
Taraflex Sport Special VB (center)	Bat Taraflex/FRA	1
Taraflex Sport M green 5 12 (edge)	Bat Taraflex/FRA	
Standards		
DE10	Senoh/JPN	11
Nets		
SN10	Senoh/JPN	25
Water Polo		
Ball		
W 6000	Mikasa/JPN	345
Goal (set = 2 goals/2 nets) (plus 36 spare nets)	Porter/USA	6
Weightlifting		
Bar		
OLBB/OLBC	York/USA	42
Disks		
OLPSP (0.25 kg, 0.50 kg, 1.00 kg)	York/USA	4/4/4
OLBPK (1.25 kg, 2.50 kg, 5.00 kg)	York/USA	82/82/ 150
OLRBP (25.00 kg)	York/USA	204
OLRBP2 (20.00 kg)	York/USA	84
OLRBP3 (15.00 kg)	York/USA	84
Weighing equipment		
2 185, electronic	Toledo Scale/USA	5
Wrestling		
Mats-60 mm thick	HGB/SWE	24
Platform	Russell&Russell/USA	3
Training dolls (25 kg, 30 kg, 35 kg, 40 kg)	HGB/SWE	5/10/10/5
Weighing equipment		
2 185, electronic	Toledo Scale/USA	12
Yachting		
Finn (hull/mast/sails)	Vanguard/USA	40
Weighing equipment 2295	Toledo Scale/USA	7
Demonstration sports		
Baseball		
Ball	Rawlings/USA	1,800
Tennis		
Ball	Penn/USA	4,320

30.03.4 Technical officials and judges

The LAOOC was charged with hosting nearly 2,300 technical officials and judges during their stay in Los Angeles. Besides providing accommodations and food, the LAOOC provided transportation, uniforms, medical services and other support so that officials and judges could concentrate on their technical responsibilities.

The officials were divided among the following categories:

- "B" officials; presidents, secretaries-general, technical delegates (and one guest each) from the 23 International Federations
- "D" officials; juries of appeal members, technical committee judges, technical staff members, referees, judges and timekeepers
- "L" officials; support officials from the host country; such as statisticians, linesmen, timekeepers and ball boys

Coordination of the various services for the officials started as early as 1981. The most important and ultimately most difficult task was to determine the exact number of technical officials and their functions. Some International Federations waited until very late to select their technical officials which made the process of planning services very difficult. Deciding upon the scope of services to be provided during the Games was also dependent upon determining the officials' functions. This was somewhat difficult since many sports had different titles for officials who seemingly did the same job. For example, the jury of appeal in one sport actually did the timing, while in another sport there were official timers in addition to the jury of appeal.

Approximately six months prior to the Games, the LAOOC developed an officials' coordinator program to take the pressure off the sports managers and coordinate all aspects of the officials' stay. Ultimately, 23 officials' coordinators were appointed, one for every sport.

The officials' coordinator's primary task was to work with the sports officials to ensure that they were ready to work in the right place, at the right time and in the right uniform. This involved coordinating services such as transportation, accommodations, publications, escort to the Uniform Distribution Center and providing information about each of the services. Each coordinator made special arrangements to have offices or information desks at the venues to meet the officials' needs.

The coordinators quickly identified the necessity of providing consistent information to the officials and decided that a "Guide for Technical Officials" would best meet the need. The guide was originally intended for "B" and "D" officials not staying at the Biltmore Hotel, but some sports also

provided them to the Biltmore "B"s as well. The guide for each sport was divided into three sections: general, local and sport-specific. French translation was provided for the general information and on request by the sports for the second and third sections. It was also decided that "L" officials (LAOOC staff/support officials) should be given the local and sport-specific information.

The guides were distributed by mail (probably the most useful method) to the technical officials; some were placed in the officials' accommodations upon arrival and others were distributed by the coordinators.

The following is a summary of the services the LAOOC provided for technical officials:

Accommodations

"B" officials (IF president, secretary-general, technical delegates and guests) stayed at the Biltmore Hotel. "D" officials stayed at various hotels or campus housing units in the Los Angeles area.

Accreditation

Upon presentation of the officials' Olympic identity card, the accreditation center confirmed eligibility, verified amounts owed for accommodations and issued an accreditation badge. "B" officials residing at the Biltmore Hotel were accredited there. All others ("B"s not staying at the Biltmore, "D" officials and special "J"s) were accredited at the Olympic Arrival Center at the Los Angeles International Airport.

Upon arrival at LAX, Olympic Family members were met by an LAOOC host or hostess. Each baggage claim area contained an information booth and passengers from outside the United States were directed to special immigration lines for processing. Each person was then escorted through U.S. Customs inspection and then to the Olympic Arrival Center (OAC). Category "B" officials staying at the Biltmore were transported there for accreditation and non-Biltmore "B"s and "D"s were accredited at the OAC, then transported to their assigned housing.

Food Service

The Olympic Charter provided that all technical delegates are entitled to receive lodging and meals at the expense of the Organizing Committee. To meet this requirement, an official's voucher was submitted and approved by the LAOOC sports commissioner or manager for that sport and was redeemable for cash through each venue's finance office. The competition director, officials' coordinator or venue finance manager was responsible for coordinating per diem distribution.



8

8 Competition officials in action at the Los Angeles Memorial Coliseum.

Foreign "D" officials' travel, accommodations and meals were paid by the IF. National (USA) "D" officials and support and senior competition staff received travel, accommodations and meal expenses only as agreed by the IFs and LAOOC.

"B" -accredited officials were entitled to food services including:

- Olympic Family lounges at venues
- Soft drinks and fresh spring water
- Food and/or snacks at discretion of venue protocol manager
- Other food service areas at venues as arranged by venue protocol managers
- Concessions available for purchase

"D" -accredited officials were entitled to food services including:

- Staff lounge at each venue, except as otherwise organized by each sport
- Box meals; sandwich, salad, fruit, dessert and snack
- Soft drinks and fresh spring water
- Concessions available for purchase

Games results information

All venues, villages and the Biltmore Hotel carried results on the Electronic Messaging System (EMS). It was available 24 hours per day from 28 July to 15 August for all accredited Olympic personnel. Daily results, all results and athlete profiles were available in both English and French.

Health Services

"B" and "D" officials were provided personal urgent medical care at sports medical stations or spectator care stations during events. "B" officials at the Biltmore could obtain personal urgent medical care at the Biltmore Hotel 24 hours per day and also at the village polyclinics and venues.

If a problem arose when an official was not at a venue, hotel or village, he was directed to the nearest hospital emergency room and identified as a member of the Olympic Family.

Language Services

Interpretation services at the venues were dispatched through a language services office and were available one hour before competition, during competition and one hour after competition.

At the villages, language services were available through either the language services office or NOC service center.

Services were available 14 July–15 August from 0700–2200 daily and on-call assistance was available 24 hours daily.

Interpreters were available at the Olympic Arrival Center from 13 July–27 July (thereafter through the Main Press Center) from 0600–2400 hours. Standby assistance was available on request.

At the Main Press Center (MPC) interpreters were available 28 July–13 August from 0800–2300 hours. Standby assistance was available on request. Translation service was available from 14 July–13 August.

Ticketing

Each "B" and "D" official could attend events in his or her sport without tickets and sit in the "B" and "D" stands, respectively.

"B" officials' ticketing was provided as follows:

- Complimentary tickets to Opening and Closing Ceremonies were available at the Biltmore Hotel or Olympic Arrival Center.
- Information on complimentary tickets for selected high-demand events was available at accreditation. These tickets were issued on a first-come, first-served basis on the day before the event. Each official was able to obtain one ticket per session and up to a total of three tickets per day. "B" officials could authorize a representative to pick up tickets by obtaining a card from the Accreditation Department or at the Ticketing desk in the Galeria Room of the Biltmore Hotel.

"D" officials' ticketing was provided as follows:

- Complimentary tickets to Opening and Closing Ceremonies were available upon completing the accreditation process at the Olympic Arrival Center.
- Tickets were not required to attend events in the sport the official worked at. Tickets to other events could be purchased as available to the general public.

"J" special accreditation" ticketing was provided as follows:

- Tickets were not required for events in the officials' own sport.
- Tickets to other events could be purchased as available to the general public.

Transportation

"B" and "D" officials housed at hotels and campuses had access to the technical officials' shuttle. The service ran directly between the hotels/campuses and the sport venue. Vehicles were allocated to each sport and officials could also ride on the media transportation system which operated between the media hotels and Main Press Center (MPC), between the MPC, villages and venues and between the MPC and International Broadcast Center (IBC).

IF presidents and secretaries-general each were provided a car and a driver. For large events, such as Opening Ceremonies, large shuttles were used. Local transit buses (Southern California Rapid Transit District) were available for scheduled stops at or near all venues.

Uniforms

Upon arrival in Los Angeles, the officials' coordinator arranged for the officials to be transported to and from the Uniform Distribution Center. Some sports provided their own uniforms and some federations dictated the proper attire.

Besides the services provided to the officials, each was presented with a gift bag and a certificate. Different gifts were ordered and distributed for "B" and "D" officials.

"B" Gifts	"D" Gifts
Athletic bag	Athletic bag
Medallion	Single pin
Three-pin set	Medallion
Photo album	
Neck tie	

Certificates were provided to all officials. A calligrapher personalized the certificates; an enormous task given that officials were added, subtracted and substituted by the federations as late as one week before the Games.

Recommendations

The technical officials' and judges' program of services was extremely successful given its late start. Most of the recommendations during the Games centered around closing the gap between services provided to "B" and "D" officials. Other recommendations included:

- Provision of similar non-Olympic services such as social events and tours for both "B"s and "D"s. The true difference in rank between badge-holders in these categories was not as great as suggested by differences in accreditation level.
- Provision of a number of interpreters for the officials at the competitions to assist in communications with each other.
- Provision of systems of transportation specifically reviewed for adequacy for the use of officials.
- Provision of better opportunities for officials to receive their uniforms. It would have been helpful if one person in each sport could have been designated to handle all uniform arrangements.

In order to provide the best possible stay for the large number of officials, a dedicated number of personnel needed to be hired and trained approximately six months prior to the Games. This time frame allowed each officials' coordinator the proper amount of time to learn all other department functions as well as plan all details necessary for the diverse group of officials. The planning required for accommodations of 2,300 officials cannot be overestimated.

30.04 Competition sites

30.04.1 Philosophy of rented versus new sites

Sport facilities of almost every kind were abundant in the greater Los Angeles urban area, allowing the LAOOC to make extensive use of existing sites. Even though this concept required greater distances between some of the venues than if new facilities were built, millions of dollars in construction costs were saved.

Conducting a study of Los Angeles' numerous major sport facilities was one of the LAOOC's first tasks. Once these existing structures were identified, the most popular sports were assigned to fit each venue and contract arrangements were initiated with the venue owners. In some cases, facility agreements were made with the venue owner before a particular sport was assigned.

Another advantage the LAOOC had over past organizers was that it could adapt many sites to fit Olympic competition needs. For the first time since 1960, a lake was used for the rowing and canoeing competitions, avoiding the need to construct a costly competition basin. The yachting venue was close to other Olympic competition sites for the first time since 1956 and an existing marina was converted for use. A Southern California horse racing track with plenty of existing stable facilities was turned into an equestrian venue. An existing recreational archery range was converted for temporary Olympic use. For the first time ever, a central venue was created for the modern pentathlon with only minor construction necessary at the site.

Despite the abundance of excellent competition facilities in the greater Los Angeles area, the LAOOC knew early that some new sites would have to be built. The LAOOC decided that any sites that had to be built would be built early and with someone other than the LAOOC responsible for cost overruns. The LAOOC also decided that any new permanent facilities would be built to be compatible with the post-Games needs of the venue owners.

Two new sites were planned early in 1980 and funding was solicited from LAOOC sponsors. On 7 August 1980, it was announced that the McDonald's Corporation would underwrite the cost of building a new world-class swimming and diving stadium at the University of Southern California (USC). Since USC had no permanent need for the thousands of seats required for an Olympic event, temporary bleachers with a seating capacity in excess of 17,000 were erected. The LAOOC initially considered construction of a temporary pool but McDonald's made the construction of a permanent pool

Technical officials

	"B" officials*	"D" officials**	"D" officials(USA)***	"L" Staff****
Archery	4	6	1	3
Athletics	5	27	202	3
Basketball	4	84	16	51
Boxing	4	91	18	9
Canoeing	3	25	11	0
Cycling	6	20	22	0
Equestrian	5	12	8	243
Fencing	4	70	4	0
Football	5	89	3	12
Gymnastics	4	103	7	54
Handball	3	53	3	25
Hockey	3	49	6	0
Judo	3	32	3	10
Modern Pentathlon	3	20	3	153
Rowing	3	27	6	0
Shooting	3	27	6	0
Swimming	6	136	37	0
Volleyball	4	33	4	36
Weightlifting	3	50	2	11
Wrestling	4	68	5	18
Yachting	4	19	3	12
Baseball	4	18	15	4
Tennis	4	20	7	90
Totals	91	1,079	392	734
Grand Total:				2,296

*Presidents, technical officials, secretaries-general, technical delegates

**Non-USA competition including juries of appeal, technical committee judges, referees, etc.

***Competition including juries of appeal, technical committee judges, referees, etc.

****Support staff—ball boys, etc.

possible. Ground was broken for the swimming and diving pools on 30 December 1981 and the new facility was dedicated 7 July 1983.

On 28 August 1980, the LAOOC announced that a velodrome would be built with funding from the Southland Corporation. Early in 1981, California State University at Dominguez Hills was selected as the venue site for the Olympic cycling track events and groundbreaking began on 9 July 1981. The facility was certified by the IF on 10 May 1982.

After an extensive search for a suitable site for the shooting ranges, the Prado Recreational Area in San Bernardino County was named as the site on 21 June 1983. Original plans called for the construction of temporary facilities, but permanent ranges were installed and donated to the San Bernardino County Department of Parks and Recreation.

New temporary facilities were constructed for rowing and canoeing at Lake Casitas, for the cycling team time trial event at the Artesia Freeway, for the cycling individual road race course in Mission Viejo, for the endurance test of the equestrian three-day event at Fairbanks Ranch Country Club near San Diego, for the yachting events at the Long Beach Downtown Shoreline Marina and for the archery events at El Dorado Park in Long Beach.

In all other venues, existing facilities were modified to fit venue and competition needs. In the case of tennis, the Los Angeles Tennis Center on the UCLA campus was a new facility, but was not built specifically for the Games.

30.04.2 Selection and acquisition program

The major private and city-owned facilities in the greater Los Angeles area were identified in the bid to host the Games. The Los Angeles Memorial Coliseum, the Memorial Sports Arena, the Rose Bowl, The Forum, the Anaheim Convention Center and the Long Beach Convention and Entertainment Center were all deemed potential sites for the most popular sports because of their seating capacity and location. Beginning in 1979 and 1980, the LAOOC assigned sports to fit the venues. Almost without hesitation, the Coliseum was the early choice for athletics. Though major restoration work was needed to upgrade the aging facility that had served as the main stadium during the 1932 Games, an agreement was reached with the venue owners on 9 November 1980. But it was not the LAOOC's first venue agreement. On 24 March 1980, an agreement was signed between the LAOOC, the city of Long Beach and the Southern California Yachting Association for use of the Long Beach Marina as the yachting venue.

Once the major sites were examined and sport assignments made, the LAOOC began looking at major universities and public and privately-owned facilities for the rest of the sports. San Diego was considered close enough for travel but San Francisco was considered too distant (with the exception of preliminary football games). As venues were identified, the Sports Department determined which sport would fit. Ultimately, the IF had to approve the venue selected for its sport.

A basic rental agreement was prepared and signed between the venue owner and the LAOOC and later modifications to the contract were made before a final contract was signed.

The following is a review of each facility and when the initial rental agreement was signed:

Archery

El Dorado Park, Long Beach, California. A recreational range built in 1972, the rental agreement with the city of Long Beach was signed 29 May 1980. A portion of the Sepulveda basin, located northwest of Los Angeles, was initially considered as a potential site, but the recreational range at El Dorado was more than adequate in size and the surrounding park atmosphere was deemed perfect. Temporary venue facilities (tents and trailers) were erected at the site.

Athletics

Los Angeles Memorial Coliseum, Los Angeles, California, built in 1923. The initial rental agreement with the Los Angeles Coliseum Commission was signed 9 November 1980. Opening and Closing Ceremonies were also held in the Coliseum, though the Rose Bowl was considered. There was never really any other choice but the Coliseum for athletics.

Baseball

Dodger Stadium, Los Angeles, California; built in 1962. Initial rental agreement was signed with the Los Angeles Dodgers, Inc., on 15 September 1981. The Dodger organization is one of the finest and the only question regarding use of Dodger Stadium was its availability during the Games.

Basketball

The Forum, Inglewood, California, built in 1967. The rental agreement with California Sports, Inc., was signed 30 April 1980. The Forum had been considered for boxing or possibly gymnastics while the Sports Arena had been suggested for basketball. But because the basketball schedule was so long and demanding and the Sports Arena area (Exposition Park) was so congested, it was decided to hold basketball in The Forum.

Boxing

Los Angeles Memorial Sports Arena, Los Angeles, California, built in 1959. The rental agreement was signed with the Los Angeles Coliseum Commission on 11 June 1980. The shape and seating capacity of the Sports Arena was highly compatible for boxing, though boxing had been considered for The Forum.

Canoeing and rowing

Lake Casitas, Oak View, California. New temporary facilities were built for the Olympic Games and the agreement with Ventura County was signed on 29 June 1981. Numerous lakes in California were examined as potential rowing sites after it was determined that the cost of building a rowing/canoeing basin was prohibitive. Lake Casitas proved to be an outstanding choice. Because the lake was a reservoir and recreational facility, the LAOOC was required to follow certain construction guidelines and use restrictions.

Cycling/track events

Olympic Velodrome, California State University at Dominguez Hills, Carson, California. Built specifically for the Games by the Southland Corporation in 1982, the site was selected on 5 February 1981.

Cycling/team time trial course

Artesia Freeway, Los Angeles County, California, 25-kilometer segment. An agreement was signed 18 July 1984. Because the course had special requirements and public roadways were used, the agreements for the team time trial and road race courses were reached very late. The course for the team time trial needed to be a straight, flat 25-kilometer segment. Early considerations included a desert course. The Artesia Freeway is an extremely heavily traveled route and the LAOOC had less than one day to close the freeway, construct temporary facilities, conduct the race and clear the area.

Cycling/individual road race course

Olympic Road Course, Mission Viejo, California. The 15.85-kilometer (9.85-mile) loop course was acquired through an agreement signed 12 June 1984. The course was scenic and included changes in grade. Residential streets were blocked during the event. The LAOOC had three days to construct and tear down the auxiliary facilities.

Equestrian

Santa Anita Park, Arcadia, California, built in 1934. A rental agreement was signed with the Los Angeles Turf Club (LATC) on 23 April 1981. A joint venture agreement was signed, delegating the management of the event to the LATC. Facilities for the care and stabling of horses were extensive and grooms, veterinarians and farriers were also housed at the venue. Hollywood Park had also been considered, as was the Los Angeles Equestrian Center in Griffith Park.

Equestrian/three-day event, endurance test

Fairbanks Ranch Country Club, San Diego, California. This was a temporary course constructed specifically for the Games and a rental agreement was signed 8 June 1983. Many sites were examined for this event, but the need to find an area free from the summer heat was essential. Fairbanks Ranch, just a few miles from the Pacific Ocean, was an excellent choice, but was 110 miles south of Santa Anita. Horses and competitors were transported to the area for temporary housing prior to and during the competition.

Fencing

Long Beach Convention and Entertainment Center Exhibition Hall and Terrace Theater, Long Beach, California, built in 1962. The rental agreement was signed with the city of Long Beach on 10 July 1980. The use of the Terrace Theater for the fencing finals was not included in the initial agreement. However, the agreement did include the facility's main arena as the Olympic volleyball site. The LAOOC needed a large, open area of at least 80,000 square feet to accommodate the fencing pistes during the preliminary competition and the Exhibition Hall offered 100,000 square feet.

Football

Rose Bowl, Pasadena, California, built in 1922. The rental agreement with the city of Pasadena was signed 19 May 1983. The Rose Bowl was a natural to serve as the main stadium for football, but the IF dictated that four sites be used for the preliminary rounds. The LAOOC conducted an exhaustive search to find facilities that met FIFA field width requirements and spectator capacity. Finally, the LAOOC decided to conduct the 16 first-round games at paired sites: two on the East Coast of the United States and two on the West Coast. This concept worked extremely well and brought a piece of the Games to spectators thousands of miles away from Los Angeles.

Football

Harvard Stadium, Harvard University, Cambridge, Massachusetts, built in 1903. The rental agreement was signed 19 May 1983. Harvard Stadium was the site of six first-round games.

Football

Navy-Marine Corps Memorial Stadium, United States Naval Academy, Annapolis, Maryland, built in 1959. The rental agreement was signed 7 May 1983. Six first-round games were played here.

Football

Stanford Stadium, Stanford University, Stanford, California, built in 1921. The rental agreement was signed on 11 May 1984. Preliminary, quarterfinal and semifinal games were played in Stanford.

Gymnastics

Pauley Pavilion, University of California, Los Angeles (UCLA), Los Angeles, California, built in 1965. The agreement on basic terms (including the Olympic village to be held on campus) was signed with UCLA on 25 February 1981. UCLA was interested in hosting a high-visibility sport at its premier basketball facility. The question was raised whether the competition podium would fit into the arena without losing too many seats (it did) and the second challenge was the need for a suitable warm-up facility. Newly built Wooden Center, adjacent to Pauley, was selected even though it would be located inside the village perimeter fence at the time of the Games. A scaffold bridge was built between the two to allow the athletes a secure path from their warm-up area to the competition site.

Handball

Titan Gymnasium, California State University at Fullerton, California, built in 1965. The rental agreement was signed with the university on 26 March 1981. The IF had initially demanded the LAOOC find two different sites for the preliminary handball competition. But because handball was not considered a high-demand spectator sport in the United States, the LAOOC did not want to tie up two large facilities for the competition. Fullerton served very well for the preliminary men's games and all women's matches while The Forum was converted for the men's finals, which a near-capacity crowd of 13,000 attended.

Hockey

Weingart Stadium, East Los Angeles College, Monterey Park, California, built in 1951. The rental agreement was signed 14 April 1982. The LAOOC initially looked for a stadium with a grass field and a medium-sized seating capacity. The East L.A. College stadium was equipped with seating for 22,000, more than enough for the hockey competition. With a large grant from the Weingart Foundation, a philanthropic organization, stadium facilities and areas around campus were refurbished. The LAOOC also installed synthetic turf on the stadium infield.

Judo

Eagles' Nest Arena, California State University at Los Angeles, Los Angeles, California, built in 1959. The rental agreement with the university was signed 7 January 1981. Several sites were evaluated on the basis of existing air-conditioning and adequate training facility space. This facility fit those needs very well and the gymnasium, though small, provided an intimate and friendly setting for the judo competition.

Modern Pentathlon

Coto de Caza, Trabuco Canyon, California, built in 1967. The rental agreement was signed on 2 March 1982. For the first time in the history of the Olympic Games, a central venue was developed for the modern pentathlon competitions. A covered riding ring was converted to a fencing arena; a shooting facility was constructed; running took place on the open, grassy area of the surrounding residential community and an existing equestrian center was utilized for jumping. Swimming took place in Heritage Park Aquatic Center in nearby Irvine, California.

Shooting

Prado Recreational Area, Chino, California. Built in 1984 specifically for the Olympic Games, an agreement for use of the site was signed on 21 June 1983. After an extensive search, the Olympic shooting ranges were constructed at Prado. A location in Las Vegas, Nevada, among others, had been considered. Original plans were to build temporary ranges, but it was later decided to donate permanent facilities to the San Bernardino County Department of Parks and Recreation.

Swimming, diving, synchronized swimming

Olympic Swim Stadium, University of Southern California (USC), Los Angeles, California, built specifically for the Olympic Games by the McDonald's Corporation in 1983. The site was selected on 7 August 1980. At the time Los Angeles was awarded the Games, there was no pool in Southern California that met FINA specifications. Funding from McDonald's made the construction of a permanent facility possible, though a temporary pool was considered. Moveable bulkheads transformed the pool into a 30-meter, by 30-meter pool for the synchronized swimming competition and reduced wake during the swimming competition.

Tennis

Los Angeles Tennis Center, UCLA. This site was selected in 1983. Although the center was not built specifically for the Games, a push was made to finish the stadium in time for the Games. The LAOOC had looked for existing facilities and had an alternate site planned should construction not proceed on schedule. The stadium was completely finished in time for the Games.

Volleyball

Long Beach Arena, Long Beach, California, built in 1962. The rental agreement was signed 10 July 1980. The facility offered adequate seating and support facilities and both volleyball and fencing were accommodated at the Long Beach Convention and Entertainment Center.

Water Polo

Raleigh Runnels Memorial Pool, Pepperdine University, Malibu, California, built in 1975. The rental agreement was signed on 2 February 1982. To alleviate scheduling difficulties in the USC-Exposition Park area, water polo was assigned its own venue, since the addition of synchronized swimming to the aquatics schedule placed an added burden on the aquatics venue.

Weightlifting

Gersten Pavilion, Loyola Marymount University, Los Angeles, California, built in 1981. The agreement was signed on 15 January 1981. Since Gersten was constructed to serve as LMU's basketball arena, the LAOOC set the platform on the arena court and arranged seating on three sides. The conversion of the arena from a basketball gymnasium to an Olympic weightlifting hall was very successful. A temporary warm-up hall was built adjacent to the facility and an existing gymnasium was utilized for training.

Wrestling

Anaheim Convention Center, Anaheim, California, built in 1967. The rental agreement was signed 15 January 1981. This facility was considered as a potential site for several sports but the size of the required wrestling podium dictated the use of a facility such as Anaheim. A large convention area adjacent to the arena was converted into a day village for the athletes.

Yachting

The Long Beach Downtown Shoreline Marina, Long Beach, California, built in 1983. The initial rental agreement with the city of Long Beach, signed 20 March 1980 was the LAOOC's first site agreement. The agreement was later modified to specify the Downtown Shoreline Marina as the site instead of the nearby Alamitos Bay area. When the original agreement was signed, plans for the new marina had not yet been developed.

30.04.3 Review of the building and rental agreements

A basic contract format was developed to promote consistency in the early LAOOC-venue owner rental agreements. The plan was to establish as many venue sites as early as possible using the basic rental agreement format, then finalize contracts later. Nine venue agreements were reached by the end of 1980, nine more were arranged in 1981 and three agreements were signed in 1982. Only the two East Coast football sites, the shooting site, the equestrian three-day event endurance site, the tennis site and the cycling road sites were resolved after 1982.

Access dates were an important part of every venue arrangement. In retrospect, the LAOOC generally did not allow enough time to move in and out of venues, but in many cases, had no choice in the matter. Many of the major arenas and stadiums already had other events planned in the weeks before or after the Games. In the case of The Forum, complete access could not be obtained until 0800 on 16 July—the venue had to be ready for training by 23 July.

The move-in of telephone lines and vehicles, television cabling and other electrical needs had to be accomplished months before the Games. In most cases, venue owners were generous in allowing the LAOOC

and contractors to perform such tasks long before the official access date. In early contract arrangements, basic move in and move out dates were 15 July and 15 August. At the Coliseum, the LAOOC had complete access on 1 June 1984, and though all was in readiness at the time of the Games, the schedule was rushed.

Basic contract elements usually included:

- Access; the LAOOC's exclusive access dates and any earlier non-exclusive access dates were negotiated with each site owner.
- Concessions; program and novelty sales were controlled by the LAOOC, generally through its master concessionaire. Food and beverage concession sales were generally controlled by the venue and provided by the existing concessionaire with provision, where possible for the sale of sponsor products. At venues without pre-existing contracts with concessionaires, the LAOOC would subcontract with third parties to provide such concessions. In some instances revenue-sharing provisions were negotiated relating to all or some of the concession sales and in certain cases improvements to concession facilities were also included.
- Condition of facilities; if the venue owner agreed to vacate the premises or remove furniture and equipment prior to the LAOOC's exclusive access date, this was specified. Facility and property boundaries including parking areas and specific areas or rooms to be used by the LAOOC were always identified.
- Construction; the scope of temporary and permanent improvements was always addressed. In some cases the LAOOC made permanent improvements; the venue owners often agreed to make other improvements in time for the Games. Insurance; risk assignment, including responsibility for basic insurance arrangements such as workmen's compensation and comprehensive general liability and property insurance were specified in all contracts.
- Maintenance; maintenance of the facility and waste removal was, for the most part, arranged through the venue owner, although special hauling services were often separately arranged by the LAOOC. Areas to be cleaned or maintained and frequency of waste removal were identified.

- Materiel supply; in some cases, certain venue supplies were utilized by the LAOOC and were specified. Use of on-site warehouses was addressed, if pertinent, and any items that the LAOOC might have had to remove and store were detailed.
- Personnel; often, existing facility staff was utilized to perform spectator service functions such as ushering and ticket taking. Payment and use of these persons was detailed.
- Press Operations; the LAOOC had complete control over broadcast rights. Any press releases had to be approved through the LAOOC News Department before distribution.
- Rental agreement; this was the essential part of every contract. In some cases, the venue owner received a percentage of the gross ticket, concessions and novelty sales. In other cases, a daily flat rental charge was specified. More specific details such as the level of lighting to be provided, utilities and payment terms varied from venue to venue. The LAOOC occasionally made facility improvements in exchange for a portion of the rent while owner-provided improvements were also a consideration in the rental amount.
- Security; the central LAOOC Security Department made all security arrangements for the venues. The use of local police and fire departments was negotiated on a venue-by-venue basis.
- Transportation; availability of parking spaces and control of parking lots was basic to most venue contracts. Parking prices and distribution of parking revenues were arranged as well. The LAOOC handled all transportation of athletes and the media.
- Ticketing; ticket sales and prices were exclusively controlled by the central LAOOC Ticketing Department although on-site sales were in some instances conducted by the venue under the control of the LAOOC.
- Miscellaneous; other standard provisions included restriction of site advertising, use of LAOOC symbols, site decoration and graphics, accreditation, uniforming of venue staff, medical services, advertising and publicity, and event management, all of which were ultimately controlled by the LAOOC. Provisions relating to cancellation or postponement of the Games or events of default were also addressed.

Summary

From the time of the bid for the Games, the LAOOC's philosophy was that construction of competition sites would be limited to sports for which

there was no suitable facility currently existing. This philosophy was carried out without exception, since the LAOOC only constructed new permanent sites for swimming and diving, cycling and shooting.

Temporary facilities were constructed for all other venues, unless suitable arenas or stadia already existed.

Identification of the venues was a major priority. Once accomplished, sports were assigned to fit the venue. Preliminary rental agreements were drawn up and later, contracts were finalized. Individual sport commissioners played a key role in the resolution of all contract issues.

Even though some may have considered the Los Angeles venues to be overspread, the scattering of competition sites prevented a saturation of activities in any one area, with the exception of the Exposition Park and USC areas. This alleviated traffic congestion and allowed spectators living in different areas of the greater Los Angeles area to view Olympic events in their own neighborhoods.

Thanks to the wealth of sports facilities in the Southern California area, the LAOOC was able to find suitable sites for all Olympic events without facing the cost of massive construction and the trauma of construction deadlines. The venues proved fully satisfactory for Olympic competition and were the foundation of the successful physical operation of the Games of the XXIIIrd Olympiad. The tremendous cooperation of the many venue owners helped the LAOOC to complete the difficult temporary Olympic conversion tasks in the short pre-Games construction period.

30.05 Development of the program

30.05.1 Program development and new events

The selection of sports included in the program of events for the Games was governed by the 1978 provisional edition of the Olympic Charter. The Charter states, "The official programme should include at least fifteen of the following sports: archery; athletics; basketball; boxing; canoeing; cycling; equestrian sports; fencing; football; gymnastics; handball; hockey;

judo; modern pentathlon; rowing; shooting; swimming, including diving and water polo; volleyball; weightlifting; wrestling; yachting."

In its bid to host the Games of the XXIIIrd Olympiad, the LAOOC proposed to host all 21 of the aforementioned sports. All were contested in Munich, Montreal and Moscow and it was generally understood that most of the sports would continue to be on the Olympic slate for some time.

Although the program by sport did not vary at all from the past few Olympic Games, the LAOOC did add 18 new events to the existing sports. The process of selecting the new events involved International Federation applications to the IOC Program Commission for additions to each sport. The IOC, in turn, asked the LAOOC whether there were any objections to the proposals. As a general rule, the LAOOC objected to most proposals that added athletes to the program for fear that it would not be possible to accommodate them.

However, the LAOOC was interested in a number of new events for women, including the marathon, 3,000-meter run, 400-meter hurdles, rhythmic gymnastics, the individual road race in cycling and the synchronized swimming duet event.

Based on the event additions requested by the International Federations, the IOC and LAOOC jointly agreed to the addition of 18 events. Fifteen of the events were new (three for men, 11 for women, one open to both), and three (two for men, one for women) were added after being discontinued from earlier Games.

The selection of the demonstration sports of baseball and tennis was made by the LAOOC after entertaining proposals from other recognized federations and approved by the IOC. Each federation had to demonstrate that they could conduct their competition using their own financial resources and that they had sufficient organizational ability to stage a top-notch international event.

Other criteria the LAOOC used in selecting the demonstration sports were whether the facilities were available in or around Los Angeles and if the sports were of general interest to the United States population. Obviously, Dodger Stadium and the Los Angeles Tennis Center (a proposed tennis stadium at the time) were excellent facilities and the LAOOC felt ticket sales would be as great for baseball and tennis as for other Olympic sports. The LAOOC also wanted to choose sports which had the potential to stay on the Olympic program.

The non-participation of certain National Olympic Committees following the announcement of the Soviet boycott in May 1984 altered a few of the events offered during the Games of the XXIIIrd Olympiad.

At the IOC Executive Board Meeting in Lausanne 28–30 May 1984, the board accepted the requests of the LAOOC and the respective International Federations for changes in four sports.

In cycling, the maximum number of participants entered per NOC was changed to include:

- Individual sprint, two participants (changed from one)
- Individual points race, two participants (changed from one)
- Individual pursuit, two participants (changed from one)
- Team pursuit, five participants (one reserve) (changed from four)
- Individual race (men), four participants (changed from three)
- Individual race (women), four participants (changed from three)
- 100-km team race, five participants (one reserve) (changed from four)

In shooting, the maximum number of male competitors per NOC was increased from 14 to 16 which meant that in every event the limit of two competitors per NOC could be reached without repetition.

In synchronized swimming, the solo event was added based on the condition that participants were chosen from among the competitors for the duet competition. No additional competitors were allowed.

In baseball, the number of teams was increased from six to eight. The additional teams were invited by the LAOOC.

The non-participation of the Soviet-bloc countries also necessitated the re-draw of many of the team sports such, as football and basketball, as well as individual sports such as fencing and rowing. Several sports felt the level of competition drop with the absence of the non-participating National Olympic Committees.

The following summarizes the program of events as offered during the 1984 Olympic Games (224 events in 23 sports):

Sport	Men's events	Women's events	Mixed events	Total events
Archery	1	1	0	2
Athletics	24	17	0	41
Basketball	1	1	0	2
Boxing	12	0	0	12
Canoeing	9	3	0	12
Cycling	7	1	0	8
Equestrian	0	0	6	6
Fencing	6	2	0	8
Football	1	0	0	1
Gymnastics	8	7	0	15
Handball	1	1	0	2
Hockey	1	1	0	2
Judo	8	0	0	8
Modern Pentathlon	2	0	0	2
Rowing	8	6	0	14
Shooting	6	3	2	11
Swimming/Diving/Polo/ Synchronized Swimming	18	18	0	36
Volleyball	1	1	0	2
Weightlifting	10	0	0	10
Wrestling	20	0	0	20
Yachting	0	0	7	7
Baseball*	1	0	0	1
Tennis*	1	1	0	2
Totals	146	63	15	224

*Demonstration sports

Changes to the program for the Games of the XXIII Olympiad

Sport	Event	Change
Archery		No changes
Athletics	Women 3,000 meters	New event
	Women Marathon	New event
	Women 400-meter hurdles	New event
	Women Heptathlon	Replaced Pentathlon
Basketball		No changes
Boxing	Men Super heavyweight	New event
Canoeing	Women Kayak fours (K-4)	New event
Cycling	Men Individual points race	New event
	Women Individual road race	New event
Equestrian		No changes
Fencing		No changes
Football		No changes
Gymnastics	Women Rhythmic all-around	New event
Handball		No changes
Hockey		No changes
Judo		No changes
Modern Pentathlon		No changes
Rowing		No changes
Shooting	Men Air rifle	New event
	Women Air rifle	New event
	Women Pistol match	New event
	Women Standard rifle	New event
Swimming	Men 200-meter medley	Reinstated event
	Men 4 x 100-meter relay	Reinstated event
	Women 200-meter individual medley	Reinstated event
	Women Synchronized swim duets	New event
	Women Synchronized swim solo	New event
Volleyball		No changes
Weightlifting		No changes
Wrestling		No changes
Yachting	Open Boardsailing	New event

30.05.2 Schedule development

The development of the schedule of events was a long and arduous process that began in late 1979. The first task was to develop a daily schedule for each of the 23 sports. The basic philosophy was to highlight as many final sessions of each sport as possible and at the same time highlight more women's finals than ever before. To accomplish this, it was necessary to move many final competitions to the first week of the Games. Most of the finals in past Games had been contested during the second week of competition.

To coordinate the schedule development, a single resource person was named from the Sports Department. Given information by the IOC and the International Federations regarding the events to be contested and the format used for each, the department determined the day-to-day schedule. This process took approximately one year since many factors had to be considered for each sport.

Each sport had to start at a reasonable time of day in the best interest of the athlete. Each event and round had to be contested so that athletes could compete with proper rest periods between competitions.

Although the daily schedule did not have to be approved by the host broadcaster, the Sports Department worked closely with ABC representatives to format a schedule that would appeal to television viewers. This included advice from foreign broadcasters for start times that would prove beneficial to them. Most of the federations were agreeable because good television coverage was in the best interest of their sport.

After determining if the sport schedule was acceptable for athletes and was appropriate for television, it was determined if the venue could accommodate the proposed schedule. Most of the uncertainties had to do with timing of the sessions within a sport. If there were three sessions of basketball in one day, with different tickets required for each session, the venue had to be able to accommodate parking for each session and the staff had to provide cleaning services and re-stocking of concessions between sessions. These questions had to be answered for each session of each sport.

When determining the schedule of events, the Sports Department looked at the revenue that could be generated by changing the sessions of some of the sports. As an example, both semi-finals of basketball had always been offered on one ticket, but it was determined that many Southern California ticket buyers would probably have interest in each match and the split was made. The same held true for boxing. Usually, all final bouts were held on one ticket but the LAOOC split the finals into two sessions. This split put an extra burden on the venue, however, since it was necessary to move spectators in and out of the first session in a timely manner to prepare for the next session.

Once the initial schedule was drafted, the Sports Department spent the next two and a half years seeking the approvals of the appropriate parties. The refinement in the schedules that occurred during this period usually involved discussion among television broadcasters, the venue staff and the International Federation.

In December 1982, the master schedule for all sports was refined to a point where the Sports Department could begin seeking the approval of each International Federation. The process was slow, however, and it soon became a part of the approval process for each of the explanatory brochures.

The first schedule of events brochure was printed in May 1983 just before the IOC gave its final approval for the explanatory brochures on 14 June 1983. At this time, the schedule information was being readied for publication in the Olympic ticket information and order form booklet issued by the LAOOC Ticketing Department.

With the Games just one year away, changes in the individual sports schedules continued, although the day-to-day schedule of events was set.

Commissioners and sports managers were alerted to notify the vice president/sports regarding all changes to their sport's schedule, regardless of the magnitude. Modifications included variations in starting and ending times, specification of individual events within a session, cancellation of events within a session, splitting of sessions, cancellation of sessions and the addition of pairings for team sports.

In preparation for the second ticket brochure, the Sports Department sought International Federation approval of several amendments in October 1983. Schedule changes were made in basketball, canoeing, cycling, equestrian, gymnastics and weightlifting.

To maintain a current, correct and up-to-date schedule, revised editions were produced by hand on 11 occasions: 5 December 1983; 16 January 1984; 2 February 1984; 30 March 1984; 25 April 1984; 7 May 1984; 16 May 1984; 25 May 1984; 21 June 1984; 29 June 1984 and 9 July 1984.

The 9 July 1984 version was totally redesigned, incorporating pairings for team sports. Approximately 15,000 copies were published.

All qualifying tournaments and the original draws for team competition in baseball, basketball, football, handball, hockey, volleyball and water polo were completed by 25 May 1984. However, due to the non-participation of several countries which had qualified for team competition, new draws were conducted in all team sports except football and hockey. The boycott complicated the selection process, since the International Federations were compelled to meet a second time to determine not only which teams would replace those not participating but also what the draw would be. IF approval was granted late in some sports, thus delaying publication of the revised "Schedule of events" brochure.

Many changes, such as time rearrangements for specific pairings/games, were negotiated by the Sports Department with the IFs to accommodate television broadcasters around the world. A great deal of flexibility was exhibited so that television could present a highly desirable program.

Although the revised "Schedule of Events" brochure was not published until two weeks prior to Opening Ceremonies, changes continued to occur up to the end of competition. During the Games, changes were reported to the Sports Information Offices, Main Press Center, International Broadcast Center and other individuals via the Electronic Messaging System immediately upon confirmation.

30.06 Registration of the athletes

30.06.1 Concept

The Athlete Registration Center (ARC) was developed to accommodate Article 35 of the 1978 provisional edition of the Olympic Charter. It stipulates that, "The list of sports and

the events in which a country shall participate must be submitted to the OCOG at least eight weeks before the date of the opening of the Games. The number of the competitors to take part in the Games which, by Rule 36, must not exceed the number permitted for each event, together with the names of the competitors in each sport and in each event, shall be notified to the OCOG at least ten days before the date on which the Olympic competitions in the relevant sport are due to begin, or by such later date (if any) as may have been previously fixed by the International Federation governing that sport by agreement with the OCOG."

The ARC's objectives were to provide the LAOOC with the entry data pertinent to each sport as soon as possible after the entry deadline and to provide a convenient location for the collection, verification and distribution of entry information. The ARC also served as a center for the effective discussion, clarification and resolution of matters which arose in connection with the information received.

The verification and approval of the entries was based on the participants' compliance with sport-specific rules. It was convenient, therefore, to administer athlete registration out of the Sports Department.

As a general rule, the Athlete Registration Center acted as a clearinghouse for all registration information. It received documentation from the incoming delegations and distributed it to the individual sports. It received approval from each of the sports and then the information was entered into the computerized Games results system.

During the Games, the ARC was located in the LAOOC office building in Westwood. This was adjacent to the UCLA Village and approximately 16 miles from the USC Village.

Shortly after the arrival of the NOCs, the desirability of an area convenient to the NOCs in the USC Village was realized and a room was identified in a building located in the center of the USC campus. (The abbreviation ARC refers to both offices, unless the context makes it clear that one or the other office is specifically referred to.)

The ARC was extremely busy during the period surrounding the two entry deadlines of 14 July and 18 July. Actual processing began on 9 July. Two to three days after the entry deadline, most processing was completed and most problems were resolved.

It should be noted that the LAOOC received approval from the IOC to require entries to be made by 14 July for all sports except athletics. This is in contrast to the Charter-allowed deadline of just ten days prior to the beginning of the sport concerned. The deadline for athletics was extended to 18 July to allow a final weekend of qualifying competitions. The ability to begin processing all entries a full two weeks prior to the Games was of tremendous value, especially in the results-registration process.

30.06.2 General procedures

The registration of athletes, officials and other technical personnel was carried out in two stages: registration by number and registration by name.

The "by number" entry forms were primarily used by the organizer for planning and did not require athletes' or officials' names. Each National Olympic Committee simply projected the number of athletes who intended to participate in each sport and event.

The "by number" entry forms were modeled after the same forms used in the 1976 Olympic Games. These forms were produced by the Sports Department on word processors and sent to each NOC in February 1984.

The "by name" entry forms, however, required the names of competitors and officials for each event in each sport.

The forms also required appropriate qualifying marks, height, weight, sex and birthdate of the competitor. These served as the official entry forms for the Olympic Games.

Intensive development of the "by name" forms started in October 1983. Weekly meetings were held between the LAOOC Technology and Sports Departments to ensure that the computer coding and information layout for the technology systems were properly planned for use during the registration process.

All forms were 8.5 inches by 11 inches with the exception of team sport forms which were 11 inches by 17 inches and were prefolded down to 8.5 inches by 11 inches. All forms were printed on four-part carbonless paper and were distributed as follows:

- Original (white); sports registration office
- First copy (yellow); technology
- Second copy (green); individual sports management

Third copy (blue); remained with NOC
The yellow page, or first copy, contained special computer codes that were not visible on other copies.

Preliminary designs of the forms were sent to the International Federation of each sport for its review during January and February 1984. Upon approval from the federations, the entry forms were printed in March and April 1984 for a 1 May distribution to all National Olympic Committees expected to participate in the Games. Forms were required to be returned to the LAOOC by 14 July 1984 for all sports except athletics, which had a deadline of 18 July 1984.

30.06.3 Organizational structure

The organizational structure was based on the premise that there were two distinct components to the ARC operation. The first component, under the direction of a supervisor, dealt with the processing of entry forms from the time they were received at the ARC. Forms were sorted and checked in conjunction with the representatives of the NOCs. A filing system was developed to store and retrieve many thousands of pages. The second component, under the direction of another supervisor, dealt with the entry information during the time that it was being verified by the representatives of the International Federations to ensure compliance with eligibility rules. Generally, the ARC manager supervised the UCLA operation and the ARC consultant supervised the USC office. Staff members who had well-developed language abilities were of tremendous value.

The staff was trained from 2-6 July in preparation for the opening of the ARC on 9 July.

Work hours were set as follows:

Athlete registration work hours

Date	Hours
Prior to 9 July	0830-1800
9-25 July	Shift 1 0700-1500 Shift 2 1500-2300
After 25 July	0830-1800

The following is a summary of the ARC staff:

Summary of ARC staff

Position	No.	Begin	End	Weeks
Manager	1	1 January	31 August	–
Consultant	1	1 March	31 August	–
Secretary	1	25 May	31 August	14
Supervisor I	1	18 June	15 August	9
Supervisor II	1	18 June	15 August	9
Receptionist *	1	2 July	31 July	7
Checking clerks *	7 per shift	2 July	31 July	5
Phone clerks **	2 per shift	2 July	31 July	7
Meeting clerks **	2 per shift	2 July	31 July	5
Messengers	4 per shift	2 July	31 July	4

*Trained together to enable rotation.
 **Trained together to enable rotation.

Except for deadline dates on 14 and 18 July, the workload of the evening shift rarely lasted until 2300 hours. The USC office closed at 1830 hours and most processing work at Westwood was completed by approximately 2100 hours. Staff who worked at USC were scheduled for the entire day (12 + hours). At Westwood, the two shift system was planned and adjusted slightly so that there was a three hour period at midday when both shifts were working.

On the two deadline days for submission of entries, work continued until about 0200 hours to produce a report. The midnight deadline served no practical use and a deadline earlier in the day could easily have been established, allowing entries made close to the deadline to have been entered in the computer system that day, rather than 24 hours later. In addition, no special staffing arrangements would have been necessary.

30.06.4 Registration

"By number forms" (received by LAOOC by 2359 hours on 2 June 1984)

Each NOC was required to submit a list of the sports and events in which it intended to participate. These were distributed to NOCs on 1 February 1984 and were used to refine projections of likely numbers of participants. The information provided on these forms reflected an over-estimate.

The "by number" forms would have been more useful if they had been more specific in designating male/female officials and participants in mixed sports. A distinction should also have been made between requests for events entered and athletes entered. In athletics, for example, the indication of three entries in the 100 meters and three in the 200 meters could mean as few as three or as many as six actual athletes—a potential 100 percent variation in accuracy.

"By name" and "batch" forms (received by LAOOC by 2359 hours on 14 July 1984, with the exception of athletics, for which the deadline was 18 July 1984).

Each NOC was required to submit a list of the names of each competitor and this information was provided using two distinct documents: "by name" forms and "batch" forms. "By name" forms—except for team sports—required one form for each competitor. There was at least one type of "by name" form per sport and several sports had more than one type.

The "by name" form listed required personal information on each athlete, as well as the information required to properly enter him/her in the competition such as event, category, best performance, etc.

In team sports (baseball, basketball, football, handball, hockey and volleyball), all athletes were listed on one "by name" form.

A batch form was provided for each sport. There was at least one type of batch form per sport and several sports had more than one type.

The batch form listed all athletes in the group to which it applied. It listed very little personal and competition information, but was very useful for reference.

There was no need to have a batch form for the six team sports because all athletes were listed on one "by name" form, replicating the batch format.

Batch forms and "by name" forms were distributed to NOCs on or about 1 May 1984.

Listing of entry forms (excluding "by number" forms)

Sport	Batch forms	"By Name" forms
Archery	One [per delegation (M/F)]	One (M/F)
Athletics	One [relays (M/F)]	Two (M) (F)
Baseball	N/A [see "by name"]	One per team (M)
Basketball	N/A [see "by name"]	One per team (M/F)
Boxing	One [per delegation (M)]	One(M)
Canoeing	Three [canoeing(M)] [kayak (M)] [kayak (F)]	One (M/F)
Cycling	Two [road events (M/F)] [track events(M)]	One (M/F)
Equestrian	Two [jumping (mixed)] [dressage, three-day event (mixed)]	Two (rider-mixed) (horse)
Fencing	Two [foil (M/F)] [epee, sabre (M)]	One (M/F)
Football	N/A [see "by name"]	One per team (M/F)
Gymnastics	One [per delegation (M/F)]	One (M/F)
Handball	N/A [see "by name"]	One per team (M/F)
Hockey	N/A [see "by name"]	One per team (M/F)
Judo	One [per delegation (M)]	One(M)
Modern Pentathlon	One [per delegation(M)]	One(M)
Rowing	One [per delegation (M/F)]	One (M/F)
Shooting	One [per delegation (M/F and mixed)]	One (M/F and mixed)
Swimming	Seven [swimming(M) individual] [swimming(F) individual] [swimming(M) relays] [swimming (F) relays] [diving (M/F)] [synchronized(F)]	Two (M)(F)
Tennis	N/A	One (M/F)
Volleyball	N/A [See "by name"]	One per team (M/F)
Weightlifting	One [per team (M)]	One(M)
Wrestling	One [per team (M)]	One(M)
Yachting	One [per team (mixed)]	Two (competitors—mixed) (boat)

Personal forms

Each competitor was required to complete a declaration that binded him/her to the eligibility code of the International Olympic Committee.

The eligibility code and declaration were distributed to the NOCs on or about 1 May 1984.

It was anticipated that most declarations would be hand delivered with the batch and "by name" forms. Although not needed for structuring the competition, it was necessary to cross-check each with the batch and "by name" forms to ensure that each athlete had completed a declaration.

Officials forms

Each non-competitor accompanying an NOC delegation was required to complete an officials form which was distributed to NOCs on or about 4 May 1984.

It was anticipated that most officials forms would be hand delivered with the batch and "by name" forms. It was necessary to check the allowable ratio between competitors and officials.

The officials forms could have been more useful by designating specific functions and the coaches should have been able to indicate the sport they coached.

30.06.5 Registration processing and distribution of information

Ernst & Whinney was contracted by the LAOOC to provide supervision of computer entry and results systems for the Games. They assisted in design of the forms and throughout the operation of the ARC, Ernst & Whinney personnel entered the information into the computers to ensure the results systems functioned properly.

When the entry forms were received and checked, pages were separated and copies were distributed as follows:

- White (original) copies were kept in the ARC filed by country and then by sport in alphabetical order. They were available for reference and were frequently consulted.
- Yellow copies were arranged by sport and passed to Ernst & Whinney in batches. A tally was kept of the number of forms in each batch and this tally was checked repeatedly; any discrepancies were investigated and resolved on the spot. The yellow copies were pre-coded for input into the computer.
- Green copies were arranged by sport and sent to the registration liaison at each venue daily.
- Blue copies were kept by the NOCs for their records. Any blue copies that mistakenly arrived in the ARC were filed in case the NOC subsequently wanted them.

After 14 July, printouts of the entry material began to arrive from the computer control center. The printouts were sorted, copied and readied for distribution. The printout, listing participants by sport (coded LPBINDE2, known as "Bindy2"), was divided by individual sport and sent to the appropriate venues daily until the entries were finalized. This printout contained the biographical and performance data given on the entry form. The "Bindy 2" printouts were arranged in two groups. The first was arranged by event, in alphabetical order of NOCs with participants listed alphabetically within the NOC. The second part was also arranged by event, but was sorted by best qualifying performance. It was only provided in certain sports where previous performance was a factor in eligibility or seeding. It was known as the sequential performance list.

The sequential performance list could have been more useful for the sports of athletics, swimming and weightlifting if the athletes' personal-best performances could have been sorted. Only the qualifying performance marks could be sorted due to the computer field assigned. Seeding would probably have been aided if the list had been in order of personal best. On two occasions, a special request was received from athletics for a listing of each country's entries in the sports. This enabled the technical delegates to review in a more convenient form each country's observance of the qualifica-

tion regulations. The request required a little preparation within the ARC but it was accommodated because of the clear benefit to the sport.

It was also important for the NOCs to get a chance to review the entries they had submitted. The resulting feedback was seen to be a major factor in ensuring the accuracy of final lists. This was done using a printout listing participants by sport for each country (a printout coded LPBINCN9, known as "CN9") and was distributed on six occasions, on 19, 20, 22, 23, 24 and 28 July. The final printout had not been previously planned, but was deemed desirable because of the number of NOCs arriving at the last minute.

Two copies of each CN9 form were distributed on each occasion, usually with a cover note in English and French. It was hoped that the chef de mission might keep one copy while the other was distributed to the coaches of the various sports. This seemed to work well since only two requests were made for additional copies.

Prior arrangements were made for the ARC to be the distribution point for printouts going to other departments as well. Printouts were regularly channeled to departments requesting them such as Technology, Publications, Press Operations, Health Services and Ceremonies.

Requests were periodically received from other sources and were individually evaluated. The IOC was supplied with both types of printouts on two occasions. Some lists were also supplied to village administration. Requests from NOCs for complete sport listings were not accommodated until the sports' approval for release was obtained. These requests and other isolated personal requests for information on specific teams or individuals were referred to the NOC or the sport concerned.

30.06.6 Procedures for receipt of entries

Specific procedures were developed for receipt of all of the entry forms, including those received before the deadline, by mail and after the deadline. The procedures were as follows:

Hand-delivered forms received before entry deadline

- Forms were delivered to reception desk. A receptionist logged the time, country and identity of the person delivering the forms. A temporary receipt was issued.
- The receptionist handed the forms to the supervisor for preliminary sorting by sport. The NOC contact was asked to wait or return later at an appointed time.
- The supervisor arranged for preliminary sorting by sport. During the sorting, forms were checked for obviously missing or illegible information and names on "by name" forms corresponding to names on "batch" forms. Some sports had specific notations to be made at this stage to ensure consistencies between "batch" and "by name" forms.
- The NOC contact was advised of any problems. Any changes made were initialed.
- Supervisor and NOC contact authorized the preliminary check and the supervisor issued a receipt for entries by sport and number. This was witnessed.
- Forms were then separated into piles for distribution.
- Technology was given their copy without delay in order to begin computer entry. It was understood that any processing was unofficial until approval was received from the IF/sport representatives through the ARC.
- Sport copies were kept for examination by the sport contact and IF representatives. Depending on the arrangement with sport, they were delivered or picked up by the sport staff.
- The sport contact worked with IF representatives to identify sports-specific problems. The ARC was then informed of any problems.
- The sport contact and IF representative solved any problems, and the ARC was informed of the resolution.
- The ARC then arranged for necessary data to be entered into the results computer system.

Forms delivered by mail before the entry deadline

- Forms were delivered by LAOOC interoffice mail to the ARC after the delivery to the LAOOC's main office. A receptionist then logged receipt.

Forms arrived at numerous locations, including the airport, the Accreditation Department, the NOC Relations Department and the president's office. Some surfaced at venues or did not surface at all. It was vital to instruct all LAOOC departments to identify and properly direct entry forms which ended up in other places.

- Contact was made with the accreditation or sport representative in an attempt to resolve any problems. Any changes were initialed by the person making the change and the source of the new information was indicated.
- Other steps numbering 9 to 11 were carried out as above.

Forms delivered after the entry deadline (2359 hours on 14 July for all sports except athletics; 2359 on 18 July for athletics)

- Preliminary steps were carried out as above. While these steps were being carried out, a phone clerk attempted to contact a sport representative to advise of late entries and attempt to secure the IF representative's decision.
- A supervisor issued a receipt of delivery, but advised that IF approval was needed, if not already obtained. Forms were separated into piles for distribution once approval was obtained.
- Upon receipt of approval, normal procedures were carried out. If approval was denied, the ARC reached the NOC contact directly. ARC staff advised the NOC contact that approval for late entry had been denied and to contact the IF representative for any further discussion. This was then dealt with as any other problem.

For many countries, the deadlines preceded the arrival of the delegations. On the other hand, they were too close to the Games to allow for delivery of the forms by most regular channels. To give ample time for delivery would mean an unacceptably early date for final team selections.

The larger, better-organized countries picked their teams and sent the forms with an advance party. The smaller

delegations preferred to bring the forms with them when they arrived, which meant many NOCs were late with their entries.

The Olympic Charter does contain a provision to allow telex entries followed by the submission of the forms. A more satisfactory alternative would have been to follow the lead of the larger countries and require a small advance party to be in attendance in the host city from a certain date.

30.06.7 **Procedures for changes and updates**

The procedure for reporting changes and updates worked well when it was observed. The NOCs reported changes to the ARC who in turn passed them on using the same procedure as the original entry forms. Changes and updates from NOCs came in various forms: simple corrections, additional information, changes in team composition within the rules of the sport and special requests requiring International Federation scrutiny. Changes also came from the registration liaison at each sport.

The number of changes was not large in absolute terms. However, each change was very important to each NOC. In order to ensure adequate attention and follow up, a daily "summit meeting" was instituted, usually at the end of the day. The consultant chaired the meetings, all available supervisors were in attendance to provide advice on each case and two or three clerks were used for research and the completion and delivery of the appropriate paperwork. All changes and updates received from either office during the day were dealt with, channeled appropriately and recorded. It was an excellent process and is highly recommended to keep track of the variety and intricacy of changes and updates.

After Ernst & Whinney moved to its results computer control center on 27 July, the transmission of changes and updates was done by telecopier.

The ARC had anticipated many changes in the names of competitors, but due to the thorough NOC checking procedures established and the accuracy of data entry, only about 100 changes were necessary.

30.06.8 **Information and statistics collected**

From the data received and processed through the Athlete Registration Center, it was possible to provide the following statistical information during the registration process.

Number of entrants:

- Total
- By sport
- By NOC
- By sex
- Athletes/team officials
- Number of horses brought by delegations
- Number of yachts brought by delegations
- Comparison of numbers: "by number" and "by name" forms

It was not possible to provide the number of actual participants as opposed to entrants. This information was kept by the competition management of each sport.

As expected, the Athlete Registration Center received a large number of requests for statistical and personal information on the participating athletes and nations.

The ARC staff was extensively trained and instructed that information was confidential until released by the IFs governing each sport.

The ARC kept in contact with the sports federations to find out when information could be released, as coaches wanted to gather information on their competition. The team sports and the weight class sports were the most strict in this regard and asked that information be withheld the longest. In order to be of some help, the ARC referred inquirers who seemed to have a legitimate need for information to the sport organizers or the NOC delegation itself.

There was often a lag between a team's arrival and the delivery of registration forms, in spite of the best efforts of the ARC and other groups to contact them. It was not, of course, necessary to use ARC figures of actual registration when there were other (more favorable) lists and projections elsewhere. However, the ARC received a number of calls from various sources asking to check its daily report information. Almost invariably, discrepancies occurred because NOCs that had arrived (or were rumored to be arriving) had not yet come in to register. Consequently, they were not listed in the ARC. This led to the

differences in figures and caused some confusion over the accuracy of ARC figures.

Close to the Opening Ceremonies, the ARC received other requests, mostly from the villages. It was necessary to distribute passes for various functions and activities and an accurate count of athletes by NOC was needed. Both village administrations decided that the ARC could provide the count, although it was felt that this information was or should have been available at the village itself from housing records. However, since it was considered that the ARC's count of registrations was the most accurate available, every effort was made to cooperate.

30.06.9 **Entry list publication: 28 July 1984**

One of the requirements of an organizing committee is the publication of a complete list of all participants. The LAOOC set 28 July as the date for publication. The information that was published was compiled from data supplied by the ARC. The copy deadline for the 28 July publication was 25 July. The issuing of the printouts to the NOCs to check information was programmed to correspond with this deadline.

It had been hoped that all NOCs would be in a position to report their changes by this deadline. Many were understandably more concerned about the accuracy of their printouts only as the competition approached and therefore reported their changes after the 25 July deadline. Nevertheless, a participant's list by sport/event and in overall alphabetical order was published on 28 July. Careful attention to entries made near deadline allowed publication of all entries received by 1700 hours on 26 July.

30.06.10 **Competitor's number assignment**

It was agreed that the computerized results system would be used to assign competition numbers and an access number was needed to identify the athlete for the results system. Many sports took the opportunity to use this

number to coincide with the body number worn by the athlete during competition.

It was originally intended that these numbers would be issued after all entrants were approved by each International Federation. Some IFs were extremely efficient in indicating approval. In other sports, usually because of late arrivals of the technical delegates, it was indicated that numbers were needed before approval could be gained.

Chronological analysis of entries by name **(All sports except athletics)**

Date—up to	NOCs received
14 July	95
15 July	2
16 July	4
17 July	11
18 July	5
19 July	4
20 July	2
21–22 July	7
23 July	2
24 July	2
25 July	3
26 July	5

Summary

NOCs received before deadlines	95
NOCs received after deadlines	47
Withdrawals	
Libya—28 July	2
Upper Volta—23 July	
Total NOCs received	140

Chronological analysis of entries by number

Date (up to)	NOCs received
2 June	58
7 June	34
15 June	24
22 June	5
29 June	3
1 August	6
Not submitted	28

Number of NOCs sent entry forms

Total NOCs contacted	158
Withdrawals prior to Games	16
Withdrawals after arrival (Libya, Upper Volta)	2
NOCs participating	140

30.06.11 Recommendations

The Athlete Registration Center successfully accomplished its objectives of collecting, verifying and distributing entry information from the athletes of 140 NOCs. Entry data pertinent to each sport was readily available after the entry deadlines and the ARC was able to accommodate requests from departments other than sports.

Several recommendations for different phases of the operation are as follows:

- The planning for athlete registration operations should be a part of the Sports Department planning. Each sport area manager should have complete knowledge of the functions of athlete registration and how it relates to their sport.
- It should be determined as early as possible what information will be available for other departments through the ARC.
- The "by number" forms should be redesigned and developed in conjunction with other departments who need as much data as possible for effective planning. A questionnaire format incorporating other information may be helpful.
- The "by number" information should incorporate arrival information of teams or team officials.
- The "by name" or "by number" forms should be designed after input from the sports. Development of the forms should start as early as possible.
- The "by name" deadlines should be set after the opening of the Olympic villages.
- Staff should have some multiple language capabilities. A computer system should be planned to accommodate the possibility of any type of data request for registration, i.e. the youngest athlete or the oldest athlete. The software should also be able to handle nicknames, i.e. Catherine/Cathy, Jonathan/Jon, etc.

30.07 Training sites

30.07.1 Concept and general service level

The training sites unit of the Sports Department was responsible for the development of all sites used for training only. Its objectives were to centralize the planning and thus standardize the quality of services offered. The unit had its own budget and staff and managed sites on behalf of each sport while working closely with the respective commissioners and sport managers.

Thirty training sites were selected for 11 of the 23 sports, Athletes in the remaining 12 sports trained solely at the competition venues and the training site unit assisted the sport management staff. Competition venues used as training sites included:

Venues used as training sites

Archery	El Dorado Park
Canoeing/Rowing	Lake Casitas
Cycling	California State University at Dominguez Hills
Equestrian	Santa Anita Park
Fencing	Long Beach Convention Center
Hockey	East Los Angeles College
Judo	California State University at Los Angeles
Modern Pentathlon*	Coto de Caza
Shooting	Prado Recreational Area
Weightlifting	Loyola Marymount University
Yachting	Long Beach Downtown Shoreline Marina

*Also used an off-site swimming pool and was managed by competition staff.

Sites used for training purposes only Athletics

Cromwell/Dedeaux Fields, USC
Los Angeles Southwest College
West Los Angeles College
Birmingham High School
Jackie Robinson Stadium
Occidental College
Drake Stadium, UCLA
California State University at Los Angeles

Baseball

West Los Angeles College
Stengel Field

Basketball

University High School
Wilson High School
Garfield High School
Birmingham High School
Dorsey High School

Boxing

Hamilton High School

Football

Birmingham High School
California State University at Dominguez Hills

Gymnastics

Wooden Center, UCLA
Physical Education Building, USC
Marymount High School
Venice High School

Handball

Santa Monica College
California State University at Dominguez Hills

Swimming

Exposition Park Swim Stadium

Diving

Sunset Canyon Pool, UCLA

Synchronized Swimming

Van Nuys/Sherman Oaks Pool
Verdugo Park Pool
Industry Hills Aquatic Center
Barnes Park Pool
Smith Park Pool
Roosevelt High School Pool
Cerritos Olympic Swim Center

Tennis

Sunset Canyon Courts, UCLA

Volleyball

Pacific Palisades High School
Los Angeles Valley College
Los Angeles Trade Technical College
Manual Arts High School

Water Polo

Los Angeles Swim Stadium
Sunset Canyon Pool, UCLA

Wrestling

UCLA Wrestling Compound
USC Wrestling Compound

By having two main Olympic villages, the training site unit had to provide an increased number of sites. For example, only three training sites were needed for 18 volleyball teams but to have enough sites to accommodate the teams housed at each village, four sites were used. Additional sites provided greater flexibility for each team's training time selection.

The ultimate goal was to provide equitable training opportunities for all competitors, regardless of sport and village assignment. Scheduling of practice times was done as fairly as possible. The equipment provided at each site was, wherever possible, identical to that used in competition, and, in all other cases, similar.

30.07.2 Acquisition and development of the sites

The Sports Department sent letters of inquiry in late 1981 to all local high schools, colleges, universities and municipal recreation facilities exploring the possibility of using the sites for training purposes. The positive responses more than covered the number of sites required.

The criteria used for selection of the training sites included the following:

- Proximity to each Olympic village
- Quality of the facility
- Ability to be secured
- Adaptability to certain sports not traditionally contested at the facility
- Cooperation from the venue owner

The first criteria was especially important since a site in close proximity to a village reduced athlete travel time.

Of the 30 sites, 18 (60 percent) were within a distance of 10 miles/16 kilometers from the Olympic villages and 28 (93 percent) were within 20 miles/32 kilometers. A more significant fact, however, was that of the 22 sites which were used for 20 or more days, 16 (73 percent) were within 10 miles/16 kilometers of the Olympic villages.

Many of the facilities had been built within the previous 10 years and were in good condition. New synthetic tracks were built at six athletics training sites, but apart from athletics, there were no other new facilities constructed. Sites older than 10 years were cleaned and repaired by the owners before the LAOOC took possession.

The Sports Department, following consultation with LAOOC Security, chose sites which could be fairly easily secured. Outdoor facilities were secured by fences, some of which were installed on a temporary basis. At indoor facilities, all entrances were staffed by security guards.

Equipment for sports played regularly in the United States such as basketball and volleyball was easily installed. However, sports such as team handball and rhythmic gymnastics required facilities with specifications not usually found in United States gymnasiums. When necessary, the Sports Department worked with the International Federations to negotiate a compromise on required specifications for training facilities. It was found, for example, that all five basketball courts for training were marginally short in length, according to FIBA rules, but no action was taken since all of the courts were short by the same margin.

Lease agreements for all training sites were completed approximately nine months before the Games. The agreements noted use rights such as the ability to control access to the facility and the right to make temporary modifications. As a general rule, however, the venue owner retained the right to enforce its existing policies. The agreements also listed LAOOC responsibilities such as the need to carry liability insurance and the obligation to restore the facility to its original condition following the Games. The facility owners were still required to provide maintenance and facility repairs. In addition to some permanent improvements and equipment that the LAOOC gave to the sites, rental payments were made to the facility owners to help offset operating costs.



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9 California State University at Fullerton, site of handball competition during the Games.

10 Competitors work on their boats in the athletes' area at Lake Casitas.

11 Olympic victories are often family affairs



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30.07.3 Provision of personnel services, sports equipment and scheduling Personnel

Each training site was managed by an on-site director who reported to one of two training site managers. The two managers were responsible for the complete operation of their respective sites which were divided according to their proximity to either USC or UCLA.

The training site directors were responsible for all day-to-day operations including set up and take down. Sites that served more than one sport had a separate supervisor who oversaw the training of each sport. There were equipment supervisors at sites for athletics and boxing who reported to the site directors and were responsible for equipment maintenance and distribution.

Training site managers, directors and supervisors each had an assistant. All were paid, but only the training site managers and their assistants were permanent full-time staff. Directors became full-time on 18 June and the others on 2 July.

The remainder of the work force at each site was volunteer. These positions included team attendants, equipment assistants and clerks. Volunteer staff began work two days before each site was scheduled to open. All staff completed work the day each site closed, with the exception of the site directors who continued until the facilities were completely restored.

The team attendants were responsible for preparing the site for each team and meeting the teams' needs during each training session. This included, but was not limited to, providing towels, setting up equipment, pumping up balls and cleaning playing surfaces. The equipment assistants were responsible for checking out and controlling the inventory of athletics and boxing equipment. The clerks were responsible for answering telephones and completing any necessary paperwork.

Three people were recruited for each volunteer position to allow each staff member one day off every third day. Paid staff members at each site were responsible for working out their own schedules. The majority of the staff at each training site were recruited from existing staff at the facility, the local sporting community and the LAOOC volunteer pool.

The staff training program consisted of three monthly meetings beginning in April. There were also three meetings held at the end of June specifically for the training of site directors. A general orientation was held on 23 June to promote enthusiasm for the Games and boost employee morale. Specific on-the-job training was completed by each training site director immediately prior to the opening of each site.

Services

Training site managers coordinated activities with many other LAOOC departments to prepare the sites for the training needs of the athletes. Those departments were:

- Construction; although no new facilities were built, many modifications, such as the installation of sports equipment, fences and electrical lines were necessary. It was also the responsibility of the Construction Department to remove those modifications following the Games.
- Finance; besides monitoring the budget and generating lease payments and payroll checks, the Finance Department provided petty cash for each site. Since food was not provided for staff, a \$3 meal allowance was provided to each staff member for each shift worked.
- Food Service; the Food Service Department provided isotonic beverages, soft drinks and bottled water for each training site. No food or snacks were provided.
- Language Services; while no interpreters were assigned to the training sites, they were available via telephone from the Olympic villages. The few language problems encountered were easily resolved in this way. Most teams had at least one official who spoke and understood English.
- Health Services; at least one certified athletic trainer (physiotherapist) was assigned to each site. First aid supplies and equipment were available. The trainers were responsible for assisting team doctors in treating injuries on-site. Non-emergency cases were transported to the nearest village polyclinic and emergency cases, if there had been any, were to be taken to the nearest hospital. There were no medical emergencies at the sites.
- Security; since the training sites were closed to the public, security was only responsible for admitting members of the Olympic Family and for protecting the equipment, athletes and staff. Metal detectors and bar code readers were not used at the training sites.

- Technology; the technology equipment at each site was minimal. Each site was provided with two telephones, walkie-talkies and a television. The sites were not included in the EMS network, which was unfortunate since it greatly reduced the capacity to communicate with other sites.
- Transportation; the Transportation Department provided buses based upon the times of the training sessions. The schedule was published weeks before the Games. This type of service had both benefits and drawbacks. Athletes were able to ride whichever scheduled bus best fit their needs, however, many empty buses traveled to training sites (especially during the first week of village operations) since there were times when no teams were scheduled to train. Also, teams did not have the flexibility to leave a site at an unscheduled time.

Equipment

The majority of sports equipment at each training site was provided by official Olympic suppliers and it was usually identical to that used in the competitions. The remaining sports equipment and all office supplies and equipment were purchased from local suppliers. Wherever possible, furniture was borrowed from the facilities to reduce the number of purchases and movement of goods.

In general, each training site was provided with the following:

- Sports equipment
- Medical supplies
- Miscellaneous office supplies
- Signs
- Towels and ice (for medical purposes)
- Beverages (isotonic, soft drinks and water)
- Tables, chairs and a file cabinet

Since ice was required daily at each site and no ice company would deliver the relatively low volume needed, large ice freezers were rented and placed at six central locations. A staff member from each site picked up ice as needed at the nearest location.

Athletics and boxing equipment was checked out to coaches, team officials and athletes in exchange for their accreditation badges. When the equipment was returned to the storage

area, the badges were returned. Very little equipment was lost as a result of this system. The remaining sites did not use a check-out system, because it was easier to control the equipment used in team sports.

Sport equipment was ordered by each sport management staff. A single agreement was usually made with each supplier for competition as well as training equipment. This equipment was delivered to the LAOOC's warehouse prior to the Games and stored until moved to the sites. All other support equipment was ordered by the training site managers and delivered to the warehouse. All equipment and supplies in the warehouse were delivered in one shipment to each training site before it opened. Subsequent deliveries were made as additional equipment arrived.

Scheduling of sites

For the 12 sports that used the competition venues for training purposes, scheduling was done by the sports staff in conjunction with the appropriate International Sports Federation. For the 13 sports listed below, the training site managers scheduled training sessions according to the following criteria:

- Baseball; one (three-hour) session per team per day
- Basketball; one (two-hour) session per team per day
- Boxing; one (1 %-hour) session per team per day
- Football; one (two-hour) session per team per day
- Artistic Gymnastics; one (three-hour) session per team per day and a one (1 %-hour) session per team per day
- Rhythmic Gymnastics; two (1½ hour) sessions per team per day
- Handball; one (two-hour) session per team per day
- Swimming; two (two-hour) sessions per team per day
- Synchronized swimming; one (three-hour) session per team per day
- Tennis; one (one-hour) session per team per day
- Volleyball; one (two-hour) session per team per day
- Water polo; one (1 %-hour) session per team per day
- Wrestling; one (two-hour) session per team per day

Athletics training was not scheduled. The training sites were available on a first-come, first-served basis. In addition to the team training schedules which were developed in conjunction with the International Sports Federations, teams had the opportunity to sign up for additional

training times as available. By providing these additional times, teams were able to customize their training schedules based upon their particular needs. No problems were encountered in accommodating the varied needs of each team.

Close out

Closing the training sites consisted of six basic steps:

- Determining when the site was no longer needed for training
- Stopping bus service
- Releasing staff
- Removing equipment
- Taking down all temporary construction
- Obtaining a release document from the facility owner

Although an attempt was made to predetermine site closing dates, some minor adjustments were made as the Games ended. It was found that some sites were not being used after 3 August, so they were closed on 5 August. When team sports reached the quarterfinal round, only one site for teams housed in each village remained open.

All medical and sport equipment was removed from each site immediately upon closing. Office supplies and equipment were left for the facility and small items were given to staff members. All such gifts were carefully documented for audit purposes and the value of gifts made to the facility was subtracted from the total amount due from the LAOOC.

30.07.4

Sports information centers

The sports information centers in each village provided up-to-date information for coaches and team officials regarding training and competition. Coaches and officials could request changes in their training schedules at one of 12 desks which handled one, two or three sports. The offices were open daily from 0700–2200, 14 July–12 August.

Each office had two supervisors who reported to the appropriate training site manager. The staff for each office consisted of 36 sports information officers (three to a desk) who rotated shifts. One person per desk was on duty at all times during operational hours and 12 computer operators (three per terminal) rotated shifts so that four terminals were staffed at all times. The supervisors were paid and worked from 1 July to 15 August. All other staff members were volunteers and worked from 12 July to 12 August.

A computer system was used to monitor and make changes in the training schedules. With two villages, a system was needed whereby training sites could be scheduled at one village without the possibility of duplication at the other.

The sports information centers also printed reports of training schedules sorted by NOC, sport, site, team or day, which proved to be very valuable to coaches and LAOOC support departments.

The program, although very complex, was simple to use. Volunteer operators were successful in working with coaches to change training schedules. The system provided instant confirmation of changes as well as hard-copy printouts of revised schedules. Six terminals and two printers were used at the USC office and four terminals and one printer were used at UCLA, which was sufficient for even the busiest periods.

In addition to scheduling training sites, the sports information center staff members were responsible for distributing start lists and results and providing information regarding the competition venues, training sites, transportation system and sports equipment. The athletics secretariat also used the sports information center to distribute athlete competition numbers and to collect marathon participant beverages and participation confirmation forms for all events.

The following documents were available:

- The LAOOC sports site guide
- The schedule of events
- The athlete bus schedules
- Various sports' team/participant manuals
- The venue and NOC telephone lists
- Maps of training and competition sites
- The LAOOC media guide
- The sports explanatory brochures

Although these publications were given to all participants, most people preferred to ask questions rather than research the answers in the printed material.

Summary

The training sites ran very well due in large part to training site directors who possessed the proper balance of leadership, technical expertise and flexibility. Some aspects of the operation were overplanned but, as a result, all staff members were totally prepared for the situations they encountered.

Most of the athletes and coaches preferred to train in the villages under crowded conditions rather than at a less crowded outlying site, even if it was only 10 or 15 minutes away.

Fewer athletics and swimming training sites were needed since there were fewer competitors in these sports than planned.

During planning, getting the necessary information from each sport's staff for scheduling purposes was difficult. But, once the information was received, the schedules were prepared quickly and on time.

Having a separate training site management group worked well since specific attention was given to the needs of athletes who trained at sites used for training only.

The following summary provides specific training information for each sport. Also included is a training site usage summary and a facilities summary.

Training facilities summary

Sport	Description
Athletics	5 400 m synthetic tracks 12 shot put rings 3 discus circles 4 javelin runways 5 discus/hammer circles 8 high jump areas 8 long jump/triple jump runways 8 pole vault runways
Baseball	2 diamonds
Basketball	5 courts
Boxing	13 rings
Diving	1 10-meter platform 2 3-meter springboards
Football	4 fields
Artistic Gymnastics	1 men's gymnasium 1 women's gymnasium
Rhythmic Gymnastics	4 training areas
Handball	3 courts
Swimming	7 50-meter pools
Synchronized Swimming	2 pools
Tennis	11 courts
Volleyball	8 courts
Water Polo	2 pools
Wrestling	15 mats

(Note: non-competition venues)

Training information Archery

Dates of operation:
14 July-1 August 1984

Hours of operation:
0900–1800

Services:
Medical facilities

Equipment:
Equipment identical to that utilized in competition.

Allocation:
Open practice, no reserved training

Training site:
El Dorado Park East, area 2 (north of competition area)

Location:
32 miles/51 kilometers from the UCLA Village, 23 miles/37 kilometers from the USC Village

Number of training areas available:
One range with approximately 40 practice targets was available. Targets were established at each of the four FITA distances for men and women.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Athletics

Dates of operation:
14 July-1 August 1984

Hours of operation:
0800–2000

Services:
Medical facilities, restrooms and liquid refreshments

Equipment:
Implements on the IAAF-approved list were provided at each training site. All other training equipment met IAAF specifications.

Allocation:
All sites were available on a first-come, first-served basis to all athletics competitors.

Training site:
Archie Morrison Field, Santa Monica College

Location:
6 miles/10 kilometers from the UCLA Village

Number of training areas available:
An eight-lane, 400-meter synthetic track was available along with the following facilities: one high jump area, one long jump/triple jump runway, one pole vault runway, two shot put circles and one discus circle.

To be used by whom:
Available for use by athletes housed at UCLA and for wheelchair athletes

Wheelchair training:
The track at Santa Monica College was available for wheelchair training 5-10 August between 1200–1500.

Training site:
Cougar Field, Los Angeles Southwest College

Location:
8 miles/13 kilometers from the USC Village



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12 The athletics competition at the Los Angeles Memorial Coliseum was supported by six training sites, including one in each village.

13 The Coliseum is the first main stadium to be used for two Olympic Games: 1932 and 1984.



13

Number of training areas available:
An eight-lane, 400-meter synthetic track was available along with the following facilities: one high jump area, one long jump/triple jump runway, one pole vault runway, and one shot put circle.

To be used by whom:
Available for use by athletes housed at USC

Training site:
Cromwell Field and Dedeaux Field
University of Southern California

Location:
Within the USC Village

Number of training areas available:
An eight-lane, 400-meter synthetic track was available along with the following facilities: two long jump/triple jump runways, two high jump areas, two pole vault runways and two shot put circles. Javelin, discus and hammer areas were available on nearby Dedeaux Field.

To be used by whom:
Available through 2 August 1984 and on 7 August 1984 for use by athletes housed at USC. This site served as the warm-up area for all athletics competitors prior to competition and was therefore closed for training 3-6 August and 8-11 August.

Training site:
Elvin C. Drake Stadium, University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
A nine-lane, 400-meter synthetic track was available along with the following facilities: two long jump/triple jump runways, two high jump areas, two pole vault runways and

two shot put circles. Javelin and discus areas were available on the adjacent intramural field.

To be used by whom:
Available for use by athletes housed at UCLA

Training site:
Jackie Robinson Stadium, Rancho Cienega Park

Location:
4 miles/7 kilometers from the USC Village

Number of training areas available:
A six-lane, 400-meter synthetic track was available along with the following facilities: two high jump areas, two long jump/triple jump runways, two pole vault runways and two shot put circles. Discus and javelin areas were available on an adjacent field.

To be used by whom:
Available for use by athletes housed at USC

Training site:
West Los Angeles College Fields
West Los Angeles College

Location:
7 miles/12 kilometers from the UCLA Village and 8 miles/13 kilometers from the USC Village

Number of training areas available:
Two fields were available for throwing events with the following facilities: one hammer circle, three hammer/discus circles, one javelin runway and three shot put circles.

To be used by whom:
Available for use by athletes housed at both USC and UCLA

Out-of-stadium events:
The marathon course was unavailable for training, however, marathon competitors and team officials had an opportunity to familiarize themselves with the course. The competition race walking course was partially available for training. Because the training needs of long-distance competitors were so varied, no official long-distance training routes were provided.

Basketball

Dates of operation:
14 July–10 August 1984

Hours of operation:
0900–1900

Services:
Medical facilities and meeting rooms

Equipment:
Identical to that utilized in competition. Twelve balls were provided per team. A wooden floor court which met FIBA minimum side specifications was provided at each site.

Allocation:
Each team was allocated one two-hour training session each day and had the opportunity to request additional open training hours, if desired.

Training site:
Birmingham High School
Gymnasium

Location:
12 miles/20 kilometers from the UCLA Village

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Dorsey High School Gymnasium

Location:
8 miles/13 kilometers from the UCLA Village and 3 miles/5 kilometers from the USC Village

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Garfield High School Gymnasium

Location:
10 miles/16 kilometers from the USC Village

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
University High School Gymnasium

Location:
5 miles/8 kilometers from the UCLA Village

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Wilson High School Gymnasium

Location:
8 miles/13 kilometers from the USC Village

To be used by whom:
Scheduled for use by athletes housed at USC

Boxing

Dates of operation:
14 July–11 August 1984

Hours of operation:
0800–2100

Services:
Locker rooms, showers, medical facilities, conditioning equipment, scales, a sauna and a running track

Equipment:
Equipment was identical to that utilized in competition.

Allocation:
Each team was allocated 1% hours of training each day and had the opportunity to request additional open training hours, if desired.

Training site:
Alexander Hamilton High School

Location:
5 miles/8 kilometers from the UCLA Village and 7 miles/11 kilometers from the USC Village

Number of training areas available:
Thirteen training areas, each equipped with a full-size ring, light and heavy bags and double-connected bags were available. In addition, conditioning equipment, scales, mirrors, jump ropes, a sauna and a running track were available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Canoeing

Dates of operation:
14 July–11 August 1984

Hours of operation:
0600–1300 and 1600–1900

Services:
Locker tents, showers, medical facilities, athlete lounge, boathouses, repair shop, docking facilities

Allocation:
Open practice, no reserved training

Training site:
Lake Casitas

Location:
30 miles/48 kilometers from the UCSB Village, 70 miles/112 kilometers from the UCLA Village and 85 miles/136 kilometers from the USC Village

Number of training areas available:
In addition to the 2,000-meter competition course, two other courses were shared with rowers during training. The first, which stretched along the northeast shore of the lake, was also 2,000 meters long. During rowing competitions, no training took place on the competition course and the 1,000-meter course was reserved as a warm-up area for the rowers. The 2,000-meter training course was shared with rowers not competing that day who had qualified for the finals.

To be used by whom:
Scheduled for use by athletes housed at UCSB

Cycling—track events

Dates of operation:
14 July–3 August 1984

Hours of operation:
0730–2200

Services:
Locker rooms, medical facilities and shaded athlete lounge

Equipment:
Five motorcycles were available to teams for training purposes at the velodrome. Cycling equipment similar to that utilized in competition was available. Two rollers (one for track training and one for road training) were provided for each team.

Allocation:
Teams were scheduled for training in 1½-hour sessions with a limit of 35 riders per session. Upon arrival at the village, athletes were scheduled for training through the use of a computer. Teams were limited to two sessions per day and all members of a team were required to train at the same time. An open training session was available from 2000–2200.



14

Training site:
Olympic velodrome, California State University at Dominguez Hills

Location:
22 miles/35 kilometers from the UCLA Village and 16 miles/26 kilometers from the USC Village

Number of training areas available:
The competition track was available for training during non-competition hours.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Cycling—road events

Dates of operation:
Suggested training areas: 14 July–5 August 1984; Olympic road course: 26 July 1984; Olympic team time trial course: 28 July 1984; 126 freeway: 26 July and 2 August 1984

Hours of operation:
Suggested training areas: 0830–1730; Olympic road course: 0900–1200; Olympic team time trial course: 0730–0930; 126 freeway: 0900–1200

Services:
Medical facilities and shaded athlete lounge

Equipment:
Support vans and vehicles were available

Allocation:
The length of each long-distance training session varied according to each athlete/team.

Training site:
Olympic road course

Location:
69 miles/110 kilometers from the UCLA Village and 53 miles/85 kilometers from the USC Village. 35 miles/58 kilometers from Olympic velodrome

Number of training areas available:
The competition site for the individual road races was partially closed to traffic and available for training on 26 July 1984, from 0900–1200. Sections of the course were closed and then reopened after the riders passed. Athletes trained on the course (with traffic) at other times, if desired. This was a 15.8 kilometers (9.8 miles) loop course with one moderately steep climb and rolling hills.

14 Boxing training was concentrated at Hamilton High School, where 13 rings are available.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Training site:

Olympic team time trial course
Artesia (91) Freeway

Location:

22 miles/35 kilometers from the UCLA Village, 16 miles/26 kilometers from the USC Village and .5 miles/.8 kilometers from Olympic velodrome

Number of training areas available:

A 6-kilometer (3.7 mile) section of the time trial competition course was closed to traffic and available for training on 28 July 1984 between 0730–0930.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Training site:

126 freeway

Location:

58 miles/93 kilometers from the UCLA Village, 73 miles/117 kilometers from the USC Village and 79 miles/127 kilometers from Olympic velodrome

Number of training areas available:

An 8-kilometer (5-mile) stretch was available for training on 26 July 1984 and 2 August 1984 between 0900–1200.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Suggested Training Site:

UCLA/Pacific Coast Highway/
Trancas Flat

Location:

Began at UCLA Village; 16 miles/26 kilometers from USC Village and 32 miles/52 kilometers from the Olympic velodrome

Number of training areas available:

An out-and-back route, mostly flat, of 41 kilometers (25.5 miles) round-trip. The course was suitable for team time trial and track training.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Training site:

UCLA/Pacific Coast Highway/
Topanga/Mulholland Loop

Location:

Began at the UCLA Village; 16 miles/26 kilometers from USC Village and 32 miles/52 kilometers from the Olympic velodrome

Number of training areas available:

This was an alternate, general training loop-course approximately 126 kilometers long (78 miles); it was very hilly.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Training site:

Santiago Canyon Road

Location:

65 miles/105 kilometers from UCLA; 55 miles/88 kilometers from USC and 40 miles/64 kilometers from the Olympic velodrome.

Number of training areas available:

A general training loop-course of 56.3 kilometers (35 miles) with moderate rolling hills, one medium climb of 1.1 kilometers (0.7 miles) and a very steep climb of 1.3 kilometers (0.8 miles).

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Other:

This site was staffed by LAOOC medical, security and training site personnel.

Training site:

Santa Ana River Trail

Location:

56 miles/90 kilometers from UCLA, 48 miles/77.5 kilometers from USC and 22 miles/35.5 kilometers from the Olympic velodrome.

Number of training areas available:

A 1 g-kilometer (lo-mile) basically flat, narrow (6 feet) road intended for bicycle traffic only; this route did not permit motor traffic at any time.

Equestrian

Dates of operation:

14 July–12 August 1984

Hours of operation:

Sunrise to dusk (approximately 0600–2000)

Services:

Medical facilities, restrooms, showers

Equipment:

Not applicable

Allocation:

Training site and practice area allocations for all teams and individuals were provided at scheduled times by country: Dressage; 2 hours, twice per day
Jumping; 1% hours, twice per day
Cross country galloping track; unscheduled.

Training site:

Santa Anita Park

Location:

30 miles/48 kilometers from UCLA and 19 miles/30 kilometers from USC

Number of training areas available:

The training areas for dressage included 10 practice areas-seven on sand and three on grass. Seven practice areas-including five on sand and two on grass-were available for jumping. One practice area on grass and one galloping track on grass measuring 2,800 meters (1.74 miles) was available for all horses, including the three-day-event horses.

To be used by whom:

Scheduled for use by athletes and horses by country

Training site:

Fairbanks Ranch Country Club

Location:

140 miles/225 kilometers from UCLA, 129 miles/208 kilometers from USC and 110 miles/177 kilometers from Santa Anita Park

Number of training areas available:

Training was permitted on 31 July 1984 on the steeplechase course and roads and tracks. The official course walk (without horses) was held on 26 July 1984. The course was available for competitors only to walk from 27-31 July.

To be used by whom:

Scheduled for use by all accredited equestrian competitors

Fencing

Dates of operation:

14-11 August 1984

Hours of operation:

0700–1900

Services:

Showers, first aid, equipment storage and repair facilities

Equipment:

Equipment identical to that utilized in competition.

Allocation:

Each team was allocated two (two-hour) training sessions each day and had the opportunity to request additional open training hours, if desired.

Training site:

Long Beach Convention Center
Exhibition Hall

Location:

32 miles/51 kilometers from UCLA and 23 miles/37 kilometers from USC

Number of training areas available:

One area equipped with 26 practice pistes, (24 for training, two for warm-ups) within the Exhibition Hall adjacent to the competition site, was available for training.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Football

Dates of operation:

14 July-12 August 1984

Hours of operation:

0900–1800

Services:

Locker rooms, showers and medical facilities

Equipment:

Equipment similar to that utilized in competition. Five balls were provided per team.

Allocation:

Each team was allocated two (two-hour) training sessions each day.

Training site:

Birmingham High School

Location:

12 miles/20 kilometers from UCLA

Number of training areas available:

Two grass fields, each 100.58 meters by 68.58 meters (110 yards by 75 yards), were available.

To be used by whom:

Scheduled for use by athletes housed at UCLA

Training site:

California State University at Dominguez Hills

Location:

16 miles/26 kilometers from USC

Number of training areas available:

Two grass fields, each 105 meters by 68 meters (114.83 yards by 74.37 yards) were available.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Gymnastics

Dates of operation:

14 July–11 August 1984

Hours of operation:

Artistic: 0830–2030; Rhythmic: 0830–2030, training sites open

Services:

Locker rooms, showers and medical facilities

Equipment:

The apparatus and mats were identical to those used in competition. Each rhythmic gymnast brought her own equipment. The necessary audio equipment for musical accompaniment was available.

Allocation:

In accordance with FIG technical rules, all rhythmic teams were allocated two 1½ -hour training sessions per day for a total of three hours of training each day.

Artistic teams were allocated 4½ hours of training per day (one three-hour session and one 1½-hour session). Teams had the opportunity to request additional open training hours, if desired.

Artistic training

Training site:

North Gymnasium University of Southern California

Location:

Within the USC Village.

Number of training areas available:

One 1,030-square-meter (11,100-square-foot) area was equipped for artistic and rhythmic gymnastics. One private set of apparatus, excluding floor exercise, was available for men. One rhythmic area was available for women.

To be used by whom:

Scheduled for use by athletes housed at both USC and UCLA

Training site:
South Gymnasium, University of Southern California

Location:
Within the USC Village

Number of training areas available:
One 720-square-meter (7,750-square-foot) area partitioned into two private areas was available with one floor exercise mat for men and one complete set of apparatus for women.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Wooden Center—Collins Court University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
One 2,134-square-meter (22,968 square-foot) area was available with four private, complete sets of apparatus, three for men and one for women.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Wooden Center—Pardee Gym University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
One 981-square-meter (10,556-square-foot) area with two private, complete sets of apparatus for women, was available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA.

Training site:
Wooden Center-Yates Gym University of California, Los Angeles

Location:
Within the UCLA village

Number of training areas available:
One 682 square-meter (7,360 square-foot) area with two private, complete sets of apparatus, one set for men and one for women was available for training when the room was not being used as a warm-up facility prior to competition.

To be used by whom:
Available on a sign-up basis only for athletes housed at both USC and UCLA

Rhythmic training

Training site:
Marymount High School Gymnasium

Location:
.5 miles/.8 kilometers from UCLA

Number of training areas available:
The gymnasium was approximately 895 square meters (9,632 square feet). Two sets of two 12-meter by 12-meter (39.37-foot by 39.37-foot) areas were available. One carpeted surface and one hardwood floor surface were provided in each of the two areas.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
North Gymnasium, University of Southern California

Location:
Within the USC Village

Number of training areas available:
The gymnasium is approximately 1,030 square meters (11,100 square feet). Two 12-meter by 12-meter (39.37-foot by 39.37-foot) areas, one with carpeting and one with hardwood flooring, were available. The North Gymnasium was also equipped with one set of men's apparatus, excluding floor exercise mat, for artistic gymnastics.

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Venice High School Gymnasium

Location:
18 miles/29 kilometers from USC

Number of training areas available:
The gymnasium is approximately 1,106 square meters (11,904 square feet). Two sets of two 12-meter by 12-meter (39.37-foot by 39.37-foot) areas were available. One carpeted surface and one hardwood floor surface were provided in each of the two areas.

To be used by whom:
Scheduled for use by athletes housed at USC

Handball

Dates of operation:
14 July–9 August 1984

Hours of operation:
0800–2000

Services:
Locker rooms, showers and medical facilities

Equipment:
Equipment identical to that utilized in competition. Training balls were provided to each team.

Allocation:
Each team was allocated one two-hour training session each day and had the opportunity to request additional open training hours, if desired.

Training site:
Gymnasium Santa Monica College

Location:
6 miles/10 kilometers from UCLA and 16 miles/26 kilometers from USC

Number of training areas available:
One 20-meter by 40-meter (65.6-foot by 131.2 foot) area equipped with Bat Taraflex synthetic flooring was available.

To be used by whom:
Scheduled for use by athletes housed at both UCLA and USC

Training site:
Gymnasium, California State University at Dominguez Hills

Location:
22 miles/35 kilometers from UCLA and 16 miles/26 kilometers from USC

Number of training areas available:
Two 20-meter by 37-meter (65.6-foot by 121.4 foot) hardwood areas were available for training.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Titan Gymnasium, California State University at Fullerton

Location:
40 miles/64 kilometers from UCLA and 28 miles/45 kilometers from USC

Number of training areas available:
One 20-meter by 40-meter (65.6-foot by 131.2-foot) area with Bat Taraflex synthetic flooring (the competition area) was available for training during non-competition hours.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Hockey

Dates of operation:
14 July–11 August 1984

Hours of operation:
0800–2000

Services:
Locker rooms, showers and medical facilities

Equipment:
Equipment similar to that utilized in competition. Twenty balls were provided per team.

Allocation:
Each team was allocated one two-hour training session each day and had the opportunity to request additional open training hours, if desired.

Training site:
Weingart Stadium, East Los Angeles College

Location:
20 miles/32 kilometers from UCLA and 11 miles/17.6 kilometers from USC

Number of training areas available:
In addition to the competition field, two adjacent natural grass fields were available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Judo

Dates of operation:
14 July–11 August 1984

Hours of operation:
0830–1730

Services:
Locker rooms, showers, medical facilities, scales and saunas

Equipment:
Equipment identical to that utilized in competition

Allocation:
Each athlete was allocated 1½ hours of training time each day and had the opportunity to request additional open training hours, if desired.

Training site:
Eagles' Nest Arena, California State University at Los Angeles

Location:
21 miles/34 kilometers from UCLA and 9 miles/14 kilometers from USC

Number of training areas available:
Seventeen private, partitioned areas, each equipped with an 8-meter by 8-meter tatami, were available within the gymnasium.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Modern Pentathlon

Dates of operation:
14 July–1 August 1984

Hours of operation:
According to predetermined schedule

Services:
Locker rooms, showers, medical facilities, saunas, whirlpools, scales, Universal gym equipment

Equipment:
Equipment similar to that utilized in competition. All equipment, with the exception of epee(s) and pistols, was provided.

Allocation:
Teams were allocated training as follows: Riding: one hour per day; Fencing: two hours per day; Swimming: two hours per day; Shooting: one hour per day; Running: unscheduled

Training site:
Coto de Caza (for fencing, riding, running, shooting)

Location:
70 miles/112 kilometers from UCLA and 54 miles/87 kilometers from USC

Number of training areas available:
Training facilities were available for fencing, riding, running and shooting.

To be used by whom:
Scheduled for use by athletes housed at USC, UCLA and Coto de Caza

Training site:
Heritage Park Aquatics Complex (for swimming, 23–27 July)

Location:
50 miles/80 kilometers from UCLA, 35 miles/56 kilometers from USC and 20 miles/32 kilometers from Coto de Caza

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA; athletes were transported by bus from Coto de Caza.

Training site:
El Toro High School (for swimming, 14–22 July)

Location:
57 miles/92 kilometers from UCLA, 40 miles/64 kilometers from USC and 13 miles/21 kilometers from Coto de Caza

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA. Athletes were transported by bus from Coto de Caza.

Rowing

Dates of operation:
14 July–5 August 1984

Hours of operation:
0600–1300 and 1600–1900

Services:
Locker tents, showers, medical facilities, athlete lounge, boat-houses, repair shop, docking facilities

Allocation:
Open practice, no reserved training

Training site:
Lake Casitas

Location:
30 miles/48 kilometers from UCSB, 70 miles/12 kilometers from UCLA and 85 miles/136 kilometers from USC

Number of training areas available:
In addition to the 2,000-meter competition course, two other courses were shared with canoeists during training. The first, which stretched along the northeast shore of the lake, was also 2,000-meters. The other was approximately 1,000-meters long. During the rowing competitions, no training took place on the competition course. While the 1,000-meter course was used for warm-up by athletes prior to competition, the 2,000 meter training course was shared by canoeists with rowers not competing that day.

To be used by whom:
Scheduled for use by athletes housed at UCSB

Shooting

Dates of operation:
14 July–4 August 1984

Hours of operation:
0900–1600

Services:
Resting rooms and medical facilities

Equipment:
All installed equipment utilized in competition complied with UIT specifications.

Allocation:
Each team was allocated specific hours of training per day, depending on the number of entries and the discipline involved. Each team had the opportunity to request additional training hours, if desired, subject to availability.

Training site:
Olympic shooting range, Prado Recreational Area

Location:
58 miles/93 kilometers from UCLA Village 42 miles/67 kilometers from USC Village

Number of training areas available:
The entire Olympic range, as mandated by the UIT, was available for training.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Swimming

Dates of operation:
Swimming: 14 July–4 August 1984;
Diving: 14 July–12 August 1984;
Synchronized Swimming: 14 July–12 August 1984; Water Polo: 14 July–10 August 1984

Hours of operation:
0600–2000

Services:
Locker rooms, showers and medical facilities

Equipment:
Equipment identical to that utilized in competition. Twelve water polo balls were provided at each site.

Allocation:
Each team was allocated the appropriate number of hours of training each day and had the opportunity to request additional open training hours, if desired. Swimming: four hours per day (two hours twice per day); Diving: three hours per day (1½ hours twice per day); Synchronized swimming: the allocation of training hours was based on the number of teams participating. The hours were divided proportionately among the teams. Each team was allocated two training sessions per day. (Note: 14–19 July one practice per day). Water polo: two hours per day (1 hour twice per day).

Swimming training

Training site:
Barnes Park

Location:
20 miles/32 kilometers from USC

Number of training areas available:
One pool (50 meters, 6 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Los Angeles Swim Stadium

Location:
.6 miles/1 kilometer from USC

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Olympic Swim Stadium, University of Southern California

Location:
16 miles/26 kilometers from UCLA Village; adjacent to the USC Village

Number of training areas available:
Two pools (50-meter, 8-lane competition pool and 50-meter, 6-lane warm-up pool) were available for training during non-competition hours.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Roosevelt High School

Location:
10 miles/16 kilometers from USC

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Smith Park

Location:
20 miles/32 kilometers from USC

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Sunset Canyon Recreation Center University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Van Nuys/Sherman Oaks Recreation Center

Location:
10 miles/16 kilometers from UCLA

Number of training areas available:
One pool (50 meters, 8 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Verdugo Park Pool

Location:
16 miles/26 kilometers from UCLA

Number of training areas available:
One pool (50 meters, 6 lanes) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Synchronized swimming training

Training site:
Cerritos Olympic Swim Center

Location:
35 miles/56 kilometers from UCLA and 20 miles/32 kilometers from USC

Number of training areas available:
One indoor pool (50 meters) was available. The configuration and depth of the Cerritos pool were nearly identical to the competition pool.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Olympic Swim Stadium, University of Southern California

Location:
16 miles/26 kilometers from UCLA and adjacent to the USC Village

Number of training areas available:
One pool (50 meters) was available from 29 July–12 August between 1900–2200 and during non-competition hours.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Sunset Canyon Recreation Center, University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
One pool (50 meters) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Dividing training

Training site:
Industry Hills Swim Center

Location:
50 miles/80 kilometers from UCLA and 35 miles/56 kilometers from USC

Number of training areas available:
Springboard and platform diving facilities were available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Olympic Swim Stadium, University of Southern California

Location:
16 miles/26 kilometers from UCLA and adjacent to the USC Village

Number of training areas available:
The competition diving well was available for training during non-competition hours and swimming preliminary heats.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Water polo training

Training site:
Exposition Park Stadium

Location:
.6 miles/1 kilometer from USC

Number of training areas available:
One pool (50 meters) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Raleigh Runnels Memorial Pool Pepperdine University

Location:
16 miles/26 kilometers from UCLA and 32 miles/51 kilometers from USC

Number of training areas available:
The competition pool was available for training during non-competition hours.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
Sunset Canyon Recreation Center University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
One pool (50 meters) was available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Volleyball

Dates of operation:
14 July–11 August, 1984

Hours of operation:
0900–1900

Services:
Locker rooms, showers, medical facilities and beverages

Equipment:
Equipment identical to that utilized in competition was available. Floors were surfaced with Bat Taraflex material and were marked according to FIVB standards.

Allocation:
Each team was allocated two hours of training each day and had the opportunity to request additional shared training hours, if desired.

Training site:
Los Angeles Valley College Gymnasium

Location:
17 miles/27 kilometers from UCLA

Number of training areas available:
Two courts, each 16.35 meters by 32.7 meters (53.64 feet by 107.28 feet), with a ceiling height of 8 meters (26.25 feet), were available. Each inbounds area measured 9 meters by 18 meters (29.53 feet by 59.06 feet).

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Los Angeles Trade Technical College Gymnasium

Location:
.9 miles/1.5 kilometers from USC

Number of training areas available:
Two courts, each 14.1 meters by 28.2 meters (46.26 feet x 92.52 feet), with a ceiling height of 8 meters (26.25 feet) were available. Each inbounds area measured 9 meters by 18 meters (29.53 feet by 59.06 feet).

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Manual Arts High School Gymnasium

Location:
.6 miles/1 kilometer from USC

Number of training areas available:
Two courts, each 14.1 meters by 28.2 meters (46.26 feet by 92.52 feet), with a ceiling height of 8 meters (26.25 feet), were available. Each inbounds area measured 9 meters by 18 meters (29.53 feet by 59.06 feet).

To be used by whom:
Scheduled for use by athletes housed at USC

Training site:
Pacific Palisades High School Gymnasium

Location:
5 miles/8 kilometers from UCLA

Number of training areas available:
Two courts, each 14.1 meters by 28.2 meters (46.26 feet by 92.52 feet), with a ceiling height of 8 meters (26.25 feet), were available. Each inbounds area measured 9 meters by 18 meters (29.53 feet by 59.06 feet).

To be used by whom:
Scheduled for use by athletes housed at UCLA

Weightlifting

Dates of operation:
14 July–8 August 1984

Hours of operation:
0830–2100

Services:
Locker rooms, showers, medical facilities, saunas, scales and massage tables

Equipment:
Equipment identical to that utilized in competition was available for training.

Allocation:
Each team was allocated 2½ hours of training each day and had the opportunity to request additional open training hours, if desired. Each team was assigned one to four platforms depending on team size.

Training site:
Alumni Memorial Gymnasium Loyola Marymount University

Location:
6 miles/10 kilometers from UCLA and 19 miles/30 kilometers from USC

Number of training areas available:
Twenty-four training platforms, each with a complete set of barbells, squat and lifting blocks, was available.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Wrestling

Dates of operation:
14 July–8 August 1984

Hours of operation:
0800–2000

Services:
Medical facilities and scales

Equipment:
Each team was assigned to one mat. Training dummies of various weights and equipment identical to that utilized in competition were available for training.

Allocation:
Each greco-roman team was allocated two hours of training per day and each freestyle team was assigned two hours of training each day.

Training site:
Sunset Canyon Recreation Center University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
Six private, partitioned training areas, each equipped with a 10-meter by 10-meter (32.81-foot by 32.81-foot) mat, were available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Birnkrant Hall University of Southern California

Location:
Within the USC Village

Number of training areas available:
Nine private, partitioned training areas, each equipped with a 10-meter by 10-meter (32.81-foot by 32.81-foot) mat, were available.

To be used by whom:
Scheduled for use by athletes housed at USC

Yachting

Dates of operation:
14 July–11 August 1984

Hours of operation:
0800–2000

Services:
Lockers, showers and medical facilities

Equipment:
All classes, with the exception of Windgliders and Finns, brought their own equipment. Windgliders similar to those utilized in competition were provided for training.

Allocation:
Open training was available.

Training site:
Olympic Yachting Center at the Long Beach Downtown Shoreline Marina and Harbor.

Location:
33 miles/53 kilometers from UCLA and 24 miles/38 kilometers from USC

Number of training areas available:
Unlimited training was available at Olympic Harbor and offshore beginning 14 July 1984.

To be used by whom:
Scheduled for use by all accredited sailors

Baseball

Dates of operation:
14 July–7 August 1984; West Los Angeles College: 14 July–5 August 1984; Stengel Field: 21 July–7 August 1984

Hours of operation:
0800–1930

Services:
Medical facilities and beverages

Equipment:
Rawlings baseballs were furnished for training.

Allocation:
Each team was allocated 2% hours of training each day and had the opportunity to request additional training hours, if desired.

Training site:
Stengel Field

Location:
11 miles/18 kilometers from USC

Number of training areas available:
One diamond was available. During competition, the diamond was used for pre-game batting practice for those teams who competed in the second game of the doubleheader.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Training site:
West Los Angeles College

Location:
7 miles/12 kilometers from UCLA

Number of training areas available:
One diamond was available. During competition, the diamond was used by non-competing teams.

To be used by whom:
Scheduled for use by athletes housed at both USC and UCLA

Tennis

Dates of operation:
14 July–11 August 1984

Hours of operation:
0700–1900

Services:
Medical facilities

Equipment:
Equipment identical to that utilized in competition was available for training.

Allocation:
Each competitor was allocated one hour of training each day and had the opportunity to request additional open training hours, if desired.

Training site:
Los Angeles Tennis Center
University of California, Los Angeles

Location:
Adjacent to the UCLA Village.

Number of training areas available:
Four hard-surfaced courts were available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

Training site:
Sunset Canyon Recreation Center
University of California, Los Angeles

Location:
Within the UCLA Village

Number of training areas available:
Six hard-surfaced courts were available.

To be used by whom:
Scheduled for use by athletes housed at UCLA

**30.08
Use of pre-Olympic events**

**30.08.1
Concept and goals**

LA83 was the catchword for a series of pre-Olympic test events in 1983 which were organized for the purpose of identifying and training staff, cultivating working relationships among departments and showcasing some of the Olympic facilities in the year preceding the Games.

In the early months of the LAOOC's existence, a decision was made not to stage one major multi-sport event before the Games. Instead, the concept of LA83 was developed since some of the new facilities such as the Olympic Swim Stadium and the velodrome needed testing. At the same time, management wanted to test support operations, including housing, food services, security and transportation over a series of major events.

LA83 events were held at selected venues, depending on the availability of major international events and the need to test a facility or venue. Nearly every venue hosted some kind of major regional or international event in the 18 months prior to the Games, though most were only partially LAOOC managed or sponsored.

The III FINA World Water Polo Cup held from 7–14 May at Pepperdine University was the LAOOC's first LA83 event. Although planning of the Look and design of the Games was still in its very early stages, the venue was in readiness for the week-long round-robin tournament. While the event was technically a success and proved the LAOOC's ability to organize and run an international-class pre-Olympic sporting event, many of the support departments uncovered imperfections in their planning and services and made plans for improvements at the later LA83 events.

Cycling, swimming, synchronized swimming and diving events were scheduled to test new facilities. A gymnastics event was planned to examine the organization of a major indoor event. A rowing and canoeing regatta was organized to test the newly designed race course at Lake Casitas. An LA83 archery event was the last of the pre-Olympic events in 1983. In 1984, upon completion of the Olympic Shooting Ranges at the Prado Recreational Area, an invitational was held to provide a test of the new shooting facilities.

Other (non-LAOOC sponsored) events held at the Olympic venues in 1983

Date	Event	Olympic venue
23 Jun–4 Jul	Santa Anita National Horse Show	Santa Anita Park
23 Jun–26 Jul	International Athletics All-Comers	Coliseum
25 Jun–26 Jul	USA-GDR athletics dual meet	Coliseum
1 Jul–2 Jul	7-Eleven/Bicycling Magazine Grand Prix	CSUDH Velodrome
29 Jul–6 Aug	Olympic Classes Regatta (OCROC)	Long Beach Marina
2 Aug–5 Aug	U.S. National Archery Championships	El Dorado Park
9 Aug–14 Aug	International Men's Volleyball Tournament	Long Beach Arena
11 Aug–13 Aug	World Junior Wrestling Championships	Anaheim Convention Center
13 Oct–16 Oct	International Women's Volleyball Tournament	Long Beach Arena
15 Oct–19 Oct	World Junior Modern Pentathlon Championships	Coto de Caza
9 Dec–11 Dec	International Hockey Invitational	East Los Angeles College

Other unofficial LAOOC events held at the venues in 1984 included a world challenge boxing event in early 1984, the Junior Olympic Regional Boxing Championships at the Sports Arena in June 1984 and the U.S. Olympic Track and Field Trials at the Coliseum in June 1984.

The LAOOC's involvement in these unofficial events ranged from that of a casual observer to more in-depth involvement of competition staff and some support departments.

For the LA83 events, the LAOOC made an all-out effort to house and feed athletes, train staff and integrate support departments. Some uniforming of staff was done, press kits were distributed, programs printed, lunches served and most importantly the organization of all field of play and competition activities was tested.

**30.08.2
Review of the events
III FINA World Water Polo Cup
Pepperdine University, 7–14 May**

The Federation Internationale de Natation Amateur (FINA) stages a World Water Polo Cup every two years and the LAOOC's bid to host the III FINA Cup at the Olympic site was accepted, making it the LAOOC's first LA83 event.

Carefully planned operating scenarios for all departments from Accreditation to Press Operations were developed. Some of the planning included definition of job descriptions and staffing requirements; information exchange with the federation; organization of ceremonies; housing arrangements (officials, athletes and some LAOOC staff); development of accreditation lists; arrangements for medical needs and acquisition of technology equipment and services.

Field of play requirements at the Raleigh Runnels Memorial Pool at Pepperdine were carefully examined and tested. Because of FINA requirements for pool depth, the LAOOC successfully raised the water in the pool to near deck level by plugging

the drains. Since the Olympic water polo competition would not be held at the same venue as swimming, diving and synchronized swimming, the III FINA Cup provided a good, close look at the Pepperdine facilities and venue staff.

Eight teams participated in the round-robin tournament with the U.S.S.R. finishing with a record of five wins, one loss and one tie to take first place. A sell-out crowd of 3,000 watched the U.S.S.R. defeat the United States, 7–6. The Federal Republic of Germany finished second in the tournament, followed by Italy in third and the United States, fourth. Spain, Holland, Hungary and Cuba placed fifth through eighth in the standings, respectively.

The overall success of the event was measured by the fact that lessons learned gave great impetus to the planning for all of the venues and the various sports competitions held that summer.

**Murray/7-Eleven International
Cycling Invitational
California State University at
Dominguez Hills, 8–9 July**

This event gave the LAOOC its first test of the Olympic Velodrome. World class times were recorded on the fast track. Team facilities, both on the field of play and in the team cabin area, worked exceptionally well. The organizers thought one of their most valuable lessons came from making the transition from planning to operations. The identification and training of key competition and venue staff were invaluable. Areas of concern were identified and later resolved, including the use of shade structures; excess staff on the infield; placement of and supplies for the doping control area; identification of venue materials;

Training site usage

Sport	July												August																			
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12		
Athletics																																
No. of athletes training	30	30	100	100	100	140	150	150	150	250	600	450	700	800	325	625	750	625	575	500	500	400	400	350	350	225	300	125	75	0		
Baseball																																
No. of teams training	0	0	0	1	1	0	0	1	1	3	1	5	4	4	1	4	5	2	4	5	3	1	2	1	1	0	0	0	0	0		
Basketball																																
No. of teams training	0	0	3	3	4	6	6	6	1	0	7	7	8	11	9	6	6	8	4	7	7	7	7	3	12	4	2	0	0	0		
Boxing																																
No. of athletes training	0	0	0	30	30	75	50	75	125	190	300	250	350	175	75	100	100	175	150	150	100	100	30	50	30	0	0	0	0	0		
Football																																
No. of teams training	0	1	2	2	1	3	2	3	4	4	4	6	5	6	5	3	1	1	1	1	0	2	2	1	2	0	1	1	0	0		
Artistic Gymnastics*																																
No. of teams training	0	3	1	5	4	9	11	4	8	13	6	13	8	9	0	8	9	7	3	10	5	0	0	0	0	0	0	0	0	0		
Rhythmic Gymnastics																																
No. of teams training	0	0	0	0	2	3	6	5	3	11	14	16	15	21	12	34	40	38	32	42	28	18	24	0	0	0	0	0	0	0		
Handball																																
No. of teams training	0	2	2	2	7	8	5	4	3	7	5	9	12	12	1	7	8	7	4	7	2	5	4	4	6	2	5	1	0	0		
Swimming (all disciplines)																																
No. of athletes training	20	10	50	75	50	50	120	130	180	170	230	250	300	250	150	160	180	160	200	120	80	100	120	60	50	60	20	0	0	0		
Water Polo																																
No. of teams training	1	0	2	2	1	2	4	4	5	6	9	9	11	8	4	5	5	7	10	9	9	8	9	7	7	6	6	6	5	0		
Tennis																																
No. of athletes training	0	0	0	0	0	0	10	5	20	0	0	50	55	0	0	50	50	55	55	45	85	85	60	120	135	145	45	0	0	0		
Volleyball																																
No. of teams training	0	2	4	10	6	6	9	6	7	4	12	48	9	8	7	6	15	13	13	9	8	8	8	6	6	2	1	1	0	0		
Wrestling																																
No. of athletes training	0	0	4	10	10	20	30	45	130	135	190	260	270	340	190	260	310	250	260	240	240	220	140	140	60	50	25	20	0	0		
Sports Information																																
Office daily usage	10	20	60	100	70	75	120	110	125	190	330	310	150	210	50	135	150	130	130	90	90	110	85	60	70	40	55	50	40	10		

*One facility only—other training site managed by competition staff

spectator scoreboard location and information; placement of television cameras and analysis of the staff communications system.

Fourteen countries participated in five major events at the velodrome. Riders from the German Democratic Republic captured three races and the GDR's Lutz Hesslich was named the invitational's top performer.

McDonald's International Swim Meet University of Southern California, 14-17 July

Approximately 330 swimmers from 20 countries came to Los Angeles to test the waters in the new Olympic Swim Stadium on the USC campus. The new pool passed its first test when Vladmir Salnikov of the U.S.S.R. swam to a world record time in the 800-meter freestyle. The U.S.S.R.'s squad of 11 Olympic veterans dominated the 34-event meet, winning 12 of the 17 men's events. The German Democratic Republic, led by Petra Schneider, won seven of the women's races. Tiffany Cohen of the United States won four gold medals. More than 400 members of the media covered the meet, which was run concurrently with the McDonald's International Diving Invitational 16-17 July. More than 750 volunteers assisted the LAOC staff in staging the two events.

Key elements in the design of the temporary facilities at the swim stadium were developed for the 1983 events and modified for 1984. The orientation of the competition pools had been dictated by limited space and existing structures at USC. Temporary bleachers were erected for the 1983 event, removed, and then increased for 1984. Athlete preparation and holding areas were established and staff duties such as those of the deck marshals were defined.

McDonald's international Diving Invitational University of Southern California, 16-17 July

United States divers won all the events at the McDonald's International Diving Invitational, run concurrently with the McDonald's swim meet. Greg Louganis won the three-meter springboard event while teammate Bruce Kimball won the platform diving event for men. Megan Neyer won the women's three-meter springboard and Wendy Wyland won the platform diving event.

Sunkist American Cup II Synchronized Swimming University of Southern California, 5-7 August

The Sunkist American Cup completed the test sweep of the facilities for the four aquatic sports. Moveable bulkheads in the new Olympic Swim Stadium, which formed the 30-meter competition area, were tested.

Fifteen nations were represented in the event, with Tracie Ruiz of the United States winning the gold medal in the solo competition; Ruiz and Candie Costie winning the duet competition and Canada winning the team competition.

McDonald's International Gymnastics Championships University of California, Los Angeles, 27-28 August

This event was the LAOC's first test of an indoor event, and UCLA's Pauley Pavilion was the perfect choice from both a spectator interest and an operational standpoint. The first question that was resolved was whether or not the competition podium from the Montreal Games would fit in Pauley. Other issues ranging from press access to the acquisition of a piano for rhythmic gymnastics, were resolved during the event.

Athletes from 14 nations competed in the men's and women's events, with the United States' Diane Durham winning the women's all-around and Mary Lou Retton capturing the vault, uneven bars and floor exercise. Alena Drevjana of Czechoslovakia won the

balance beam. Peter Vidmar of the U.S. won the men's all-around and individual event winners were as follows: Mitsuki Watanabe of Japan, horizontal bar; Valentin Pintea of Romania, floor exercise; Jens Fischer of the GDR, rings and vault; Vidmar, parallel bars; and Tim Daggett of the U.S., pommel horse.

Foster Farms Lake Casitas International Regatta Lake Casitas, 22-25 September

Mild weather, still winds and a large public turnout contributed to a successful regatta at Lake Casitas. A lake had not been used for Olympic rowing and canoeing since 1960 and the LAOC wanted to test its course layout and athlete facilities. Additionally, hundreds of volunteers and staff were trained in the complex operations of a major regatta. Construction needs were examined and some preliminary Games construction was done at this time. More than 100 arrowhead anchors were driven into the lake bottom for the course installation and left in place for 1984. Some dock ramps were left in place, some grading of land was done, irrigation and landscaping was started and some portions of the finish tower were constructed.

Sports Administration and Competition Management

Olympic Calendar of Events

Event	Site	August																
		July 28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	
Opening Ceremonies	The Los Angeles Memorial Coliseum	•																
Archery	El Dorado Park, Long Beach												•	•	•	•		
Athletics	The Los Angeles Memorial Coliseum							•	•	•	•		•	•	•	•		
Baseball	Dodger Stadium, Los Angeles		•	•	•	•	•	•	•	•								
Basketball	The Forum, Inglewood		•	•	•	•	•	•	•	•	•	•	•	•	•			
Boxing	The Los Angeles Memorial Sports Arena		•	•	•	•	•	•	•	•	•	•	•	•		•		
Canoeing	Lake Casitas, Ventura County											•	•	•	•	•		
Cycling	Olympic Velodrome, California State University, Dominguez Hills		•	•	•	•	•	•		•								
Equestrian Sports	Santa Anita Park, Arcadia		•	•		•		•	•			•	•	•	•			•
Fencing	Long Beach Convention Center					•	•	•	•	•		•	•	•	•			
Football	The Rose Bowl, Pasadena		•	•	•	•	•	•		•	•		•		•	•		
Gymnastics	Pauley Pavilion, University of California, Los Angeles		•	•	•	•	•	•	•	•					•	•	•	
Handball	Titan Gymnasium, California State University, Fullerton				•	•	•	•	•	•	•	•	•	•	•	•		
Hockey	Weingart Stadium, East Los Angeles College, Monterey Park		•	•	•	•	•	•	•	•	•	•	•	•	•	•		
Judo	Eagles' Nest Arena, California State University, Los Angeles								•	•	•	•	•	•	•	•		
Modern Pentathlon	Coto de Caza, Orange County		•	•	•	•												
Rowing	Lake Casitas, Ventura County			•	•	•	•	•	•	•								
Shooting	Olympic Shooting Range Prado Recreational Area, Chino		•	•	•	•	•	•	•									
Swimming	Olympic Swim Stadium, University of Southern California, Los Angeles		•	•	•		•	•	•									
Diving	Olympic Swim Stadium, University of Southern California, Los Angeles											•	•	•	•	•	•	•
Synchronized Swimming	Olympic Swim Stadium, University of Southern California, Los Angeles											•		•	•			
Water Polo	Raleigh Runnels Memorial Pool, Pepperdine University, Malibu					•	•	•				•	•		•	•		
Tennis	Los Angeles Tennis Center, University of California, Los Angeles											•	•	•	•	•	•	
Volleyball	The Long Beach Arena		•	•	•	•	•	•	•	•	•	•	•		•	•		
Weightlifting	Albert Gersten Pavilion, Loyola Marymount University, Westchester		•	•	•	•	•		•	•	•	•	•					
Wrestling	Anaheim Convention Center			•	•	•	•	•				•	•	•	•	•		
Yachting	Long Beach Shoreline Marina and Harbor				•	•	•	•				•	•	•				
Closing Ceremonies	The Los Angeles Memorial Coliseum																	•







 Lake Cañas
 84 miles / 135 km from downtown L.A.





 Pepperdine University
 30 miles / 48 km from downtown L.A.



 Coto De Caza
 86 miles / 137 km from downtown L.A.



 Fairbanks Country Club
 110 miles / 175 km from downtown L.A.

The LAOOC purchased 90 canoes and kayaks for the event with the hope of attracting a greater number of nations. The LAOOC had originally planned to host only a rowing event, but since the two sports would share a venue during the Games, organizers thought the 1983 regatta should simulate Games-time operations as much as possible. More than 400 athletes from 26 nations competed in the 12 canoeing and eight rowing events. The boats that were purchased in 1983 were available for rental or sale to teams in 1984.

Ten-time world champion Rudiger Helm of the GDR claimed the 1,000-meter kayak title, one of two gold medals won by the GDR in the kayaking and canoeing competition. Sweden took three gold medals. A crowd of 2,374 witnessed the final day of rowing activities as gold medals were distributed among eight countries. Romania and Norway each won two golds, while the GDR, Canada, Belgium, Argentina, Puerto Rico, Italy and the United States each claimed one.

XXXIInd World Archery Championships El Dorado Park, 19-22 October

More than 200 athletes from 43 countries took part in the XXXIInd World Archery Championships and after four days of competition, the men's title was not decided until the final arrow was shot. American Rich McKinney edged teammate Darrell Pace for the gold medal. The U.S. also won the team gold medal. In the women's competition, Jin Ho Kim of South Korea won the women's competition and Korea won the team gold as well. Eleven of 12 world records were broken and the twelfth record tied.

This event was the only 1983 world championship hosted by the LAOOC. During the event, a number of problems were identified and later resolved while the Southern California community and media were introduced to world class archery. Nearly 85 percent of the Games staff and volunteers were identified; scoring systems were tested; facilities at El Dorado Park were examined and physical venue needs such as office space were recognized. As a result, the entire computer program for the scoring system was modified, security needs were identified and preliminary architecture plans were revised to add more office space.

The Inaugural Championships of the Olympic Shooting Ranges Prado Recreational Area 9-16 April 1984

Difficulty in selecting a venue site meant construction could not start on the ranges until August 1983. The ranges were complete for the April 1984 event, though numerous venue improvements and construction of temporary venue facilities still needed to be finished before the Olympic competition.

More than 500 competitors from 50 nations were represented in 11 Olympic events.

Shooting organizers felt the event was essential to the successful operation of the venue during the Games, but suggested that had it been possible, an event at least 12 months in advance of the Games would have been more helpful.

30.08.3 Value of the pre-Olympic program

Without exception, each of the LA83 events (including shooting in 1984) contributed immensely to the successful staging of the Olympic Games. Every event was approached as a learning experience, yet it was important to present well-run international events for the athletes, media and the public.

Eight of the nine events were held within a six-month timeframe, a schedule that was demanding for departments that were involved in every event. Yet the schedule allowed time for in-house improvements to be made between events. In the meantime, the world had the opportunity to judge the LAOOC on its ability to stage international-class sporting events.

Most of the individual sport organizers wanted their own LA83 event but the LAOOC decided early to showcase certain sports and use the experience as an aid for all the venues. Still, many unofficial events were held at the venues in the 18 months prior to the Games and they proved valuable since the LAOOC could observe or allow several support departments to become involved.

Whether the LA83 events were considered dress rehearsals for individual venues, or a reflection to the world of the LAOOC's overall level of readiness, they were successful in assisting the sports and support departments in their ongoing organizational phase in the year prior to the Games. Mistakes made and lessons learned were equally important as the impressions provided to those on the exterior.



15

30.09
Review of the sports

30.09.1
Archery

At archery, the LAOOC was charged with converting a public park with an existing recreational archery range into an Olympic venue that would accommodate a record 109 archers from 35 countries, 478 staff and volunteers and temporary bleacher seating for 4,000 spectators. Long Beach's El Dorado Park provided a beautiful setting for the four days of Olympic competition, but there were no existing structures that could be adapted to provide office space and support operations for venue staff and Fédération Internationale de Tir à l'Arc (FITA) officials as well as working space for journalists and eating facilities for staff and spectators. Therefore, 27 tents and 12 trailers were assembled at the site.

El Dorado Park was built in 1972 and its archery range is unique to Southern California. The 275-meter-wide competition range saw two major events in 1983—the United States Archery Championships and the XXXIInd World Target Archery Championships, and was more than adequate in size to play host to the Olympic Games.

Construction of the temporary Olympic facilities was begun 28 May 1984 by a local contractor. Work was completed on time on 7 August 1984, with only last-minute details like flower planting taking place the last two days. The LAOOC provided on-site supervision and pre-construction planning.

Competition for 47 women and 62 men began 8 August and Olympic records were set at every distance. Darrell Pace of the United States, the 1976 Olympic gold medalist, dominated the men's competition by shooting FITA rounds of 1,317 and 1,299 to post an Olympic record total of 2,616. Teammate Rich McKinney followed with a 2,564 total, just edging out Japan's Hiroshi Yamamoto who posted a 2,563. Korea's Hyang-Soon Seo earned the gold medal for the women with an Olympic record total 2,568, including a second FITA round of 1,293. Lingjuan Li of China took home the silver medal, scoring a 2,559, and Korea's Jin-Ho Kim won the bronze medal with a 2,555.



16

15 Scientific precision is the key element for modern competitors in the ancient sport of archery.

16 El Dorado Park is colorfully dressed for use as the archery venue during the Games.

Sports Administration and Competition Management

Field of play

The athletes found a nearly perfectly measured field sporting 22 men's targets and 16 women's targets. Although a tolerance for a Small amount of error in measuring the field is allowed by FITA, the Olympic archery range at El Dorado was well within those allowances. A survey of the range showed the measurements were within ± 1 centimeter at 90 meters and less at the shorter distances. Lanes were provided every six meters with two targets per lane, allowing comfortable spacing for the athletes. Lanes were painted three days before the event with a striping device which lined the field with floor striping paint. The paint lasted throughout the entire event with little fading due to foot traffic or watering of the field, and only the shooting line and television lines needed a second painting. Three lines were painted behind the shooting line at a 90-degree angle to the target lanes. These formed the television lane and the waiting lane. The television lane was two meters wide and lined in yellow and the athletes' waiting lane was painted in white, two meters behind the television lane.

Southern California's hot summer weather necessitated regular watering of the field. A staggered watering system was used: the front half of the field was watered when the targets were placed at the long distances while the back of the field was watered when the targets were at the close distances. The result was a lush, green competition field. Shade for the competitors, scorers and judges also became important. Canopy-type sun shelters measuring 8 feet by 8 feet by 7 feet in height were a tremendous improvement over more commonly used umbrellas. There were 48 connected shelter sections (27 for the men and 21 for the women) providing ample shade for the athletes at the field of play. One section on the women's side was used for the announcer's booth. Every other section of the open-sided shelters was roofed with a 70 percent screened material to allow air flow and reduce heat inside the shelter. The valance on the south side of the shelter was positioned at an angle of approximately 45 degrees. Several 10-foot by 10-foot tents provided more than adequate space for 20 to 25 scorers. These tents were placed 40 meters from the shooting line and 20 meters off the field (measured from the last shooting lane). Tents were also positioned 20 meters from the last shooting lane and 20 meters from the shooting line for use at the shorter distances. This enabled the scorers to monitor competition and meant a shorter walk to meet the archers at the target for scoring. Two 20-foot by 20-foot tents were set up north of the scoreboards for the computer scoring which was located on each side of the field.

The Saunders Archery Company of the United States made the target mats specially to 52-inch-diameter specification, slightly larger in diameter than the standard 48-inch (122-centimeter) targets. The flat-faced target mats were covered in green burlap to match the target standards and tied with sisal cord (rather than polyethylene) with all knots on the back of the mat. With 3 1,392 arrows shot during the competition, no pass-throughs and only three bounce-outs occurred, two on one mat which was quickly replaced. The mats were extra-firm and did not oval or lose concentricity. The Björn Bengtson Archery Company of Sweden supplied the target faces at no cost to the LAOOC.

A key service to the athletes during both the practice sessions and actual competition was an equipment repair trailer. From 14 July to 6 August the trailer was stationed at the practice field. On the evening of 6 August it was easily moved to the athlete preparation area. The Hoyt/Easton Company provided all of the equipment and personnel to operate this service at no cost to the Organizing Committee. The LAOOC rented the trailer, but all internal trailer modifications were provided by Hoyt/Easton. Nearly every competitor utilized the equipment repair service and the trailer was equipped to handle any problem from straightening arrows to repairing shoes. This service was valuable in that there was not a single equipment failure on the first day of competition and only three equipment failures during the entire tournament. Generally, two to three times that number of equipment failures and subsequent delays are experienced at major events of this type.

A practice range with 46 targets was ready for use on 12 July. Targets were placed at the following distances:

- 9 targets at 90 meters
- 9 targets at 70 meters
- 6 targets at 60 meters
- 10 targets at 50 meters
- 10 targets at 30 meters
- 2 targets at 10 meters

The practice field faced northeast, so as to conform to the unwritten rule that the practice range should not face in the same direction as the competition field. The entire practice field was enclosed with an 8-foot chain-link fence to prevent vandalism and keep out wandering park pedestrians. Chairs and tables were provided to form a small rest area; box lunches were made available to the athletes. Because of the many trees located throughout El Dorado Park, only one extra shade structure was provided for the soft



17



18

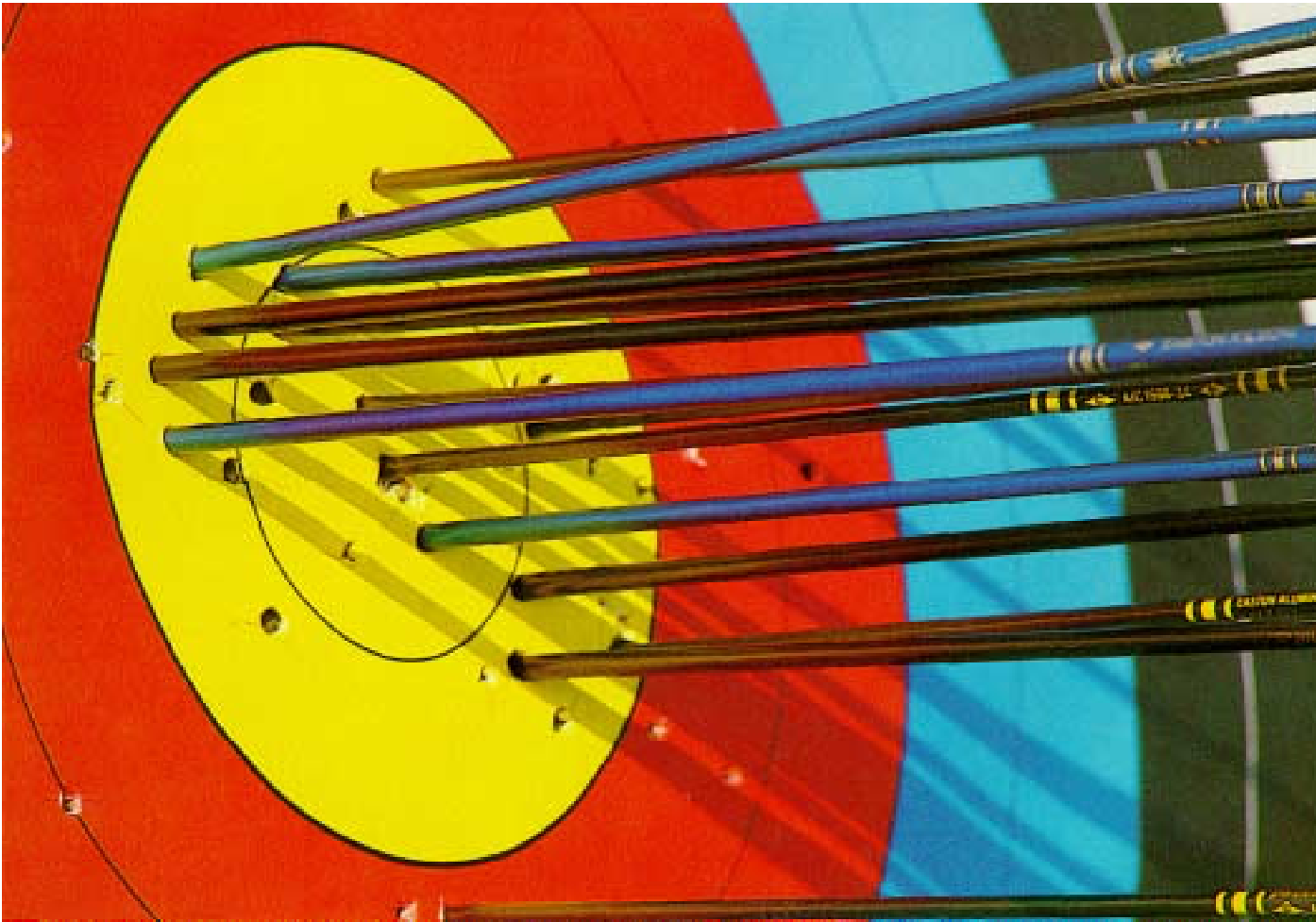
drink and water dispensers. The location provided adequate shade for all athletes. Practice was open to all competitors from 0900 to 1800 hours and the use of an open practice schedule worked well. Services at the practice field included equipment repair and athlete information. A transportation liaison person and a general troubleshooter were also available.

Sports administration and competition management

Hosting the World Championship event at El Dorado Park in October, 1983, helped the LAOOC to identify and train 85 percent of the staff and volunteers who would work the Olympic Games. Very little attrition occurred either before or during the Games, contributing to a smooth running venue. LAOOC staff at the venue numbered 370. An additional 65

17 Shade structures provide good rest areas for competitors during the competition.

18 A special tent is present for the director of shooting and other support officials.



19 Archers hit the "bull's-eye" with remarkable frequency.

19

maintenance, food concessionaire, security and city employees were contracted. Contractors working solely in the public area numbered 34 to bring the venue total to 469.

Several 10-foot by 44-foot trailers housed the FITA offices, judges and officials, the commissioner and his staff and the venue operations offices. Tents were more suitable for such services as spectator first aid, the athlete lounge and public information. FITA officials were assigned their own trailer and judges and officials were accommodated separately. Officials for the event consisted of seven judges, three members of the Jury of Appeals, two Technical Delegates and three Directors of Shooting as well as the President and Secretary-General of FITA. A 12-foot by 12-foot elevated platform was built for the Director of Shooting, with a roof with an 18-inch valance for sunshade. The announcers (English and French) and sound engineer were moved from behind the Director of Shooting platform into a separate area to reduce confusion and unnecessary activity around the platform during competition.

Scorers worked in tented areas adjacent to the competition field. Results management was also provided with tents in this area. For the first time at an Olympic Games, compilation of scores was done on a small computer. Scorers manually marked the official FITA scorecards and then immediately transferred the data to computer cards. The cards were

then fed into a Chatsworth Data System card reader which read the individual arrow scores and fed the data to the computer. The system had been tried at the World Championships in 1983 but the computer program had to be completely rewritten before the Games. However, the scoring system worked almost flawlessly during the Olympics and results were produced approximately six minutes following each scoring end. Results were hand-carried to the nearby scoreboard operators after each end of arrows was shot. The computer was also used to pre-print the computer cards in advance of the competition. While the scoring system worked well, a problem existed in coordinating the on-site computer-generated results with Ernst & Whinney's results distribution system. Venue management pinpointed the problem as a lack of pre-Games test runs and a non-sport-specific program. The result was an extremely slow production of results for distribution. After the first computer printout of results was received, it took four hours for the results system operators to re-enter and duplicate hard copy on the first day of competition. The results system was then moved from the scoring tents to the management compound in an attempt to speed up production. By the end of the Games, the turn-around time had been gradually reduced to approximately two hours, but before then venue management had decided to reproduce copies of the on-site computer printout for quick distribution to the media and other groups which needed immediate results.

LAOOC/Archery staff totals

Access Control	21
Awards Ceremonies	1
Competition	149
Concessions	2
Finance	4
Food Services	6
Internal Audit	1
Language Services	18
Material Logistics	5
Medical Services	16
Press Operations	13
Public Information	3
Security	2
Technology	16
Telecommunications	17
TV/Film	1
Ticketing	3
Transportation	38
Venue Management	54
Totals	370*

*Totals do not reflect contracted staff

Summary

Perhaps the biggest single contribution to the success of the 1984 Olympic archery competition was the XXXIInd World Archery Championships 18-22 October 1983. The event was part of the LAOOC's plan to utilize many Olympic sites during 1983 to help venue staff prepare for the Games and was the only world championship to be hosted by the LAOOC in 1983. The event identified a number of problems that were later resolved and also introduced world-class archery to the

Southern California community and media. Games staff and volunteers were identified; scoring systems were tested; facilities at El Dorado Park were examined; and physical venue needs like office space were recognized. As a result, the entire computer program for the scoring system was modified; security needs were identified and preliminary architecture plans were revised to add more office space. Most importantly, world-class athletes took part in a successful competition where 11 of 12 world records were broken and the twelfth record tied.

When the Olympic Games began, the archery venue was ready and the weather was perfect. The temporary facilities (tents and trailers) proved adequate for a variety of uses from shaded areas for athletes to office space for FITA officials. An innovative equipment repair trailer that could be moved from the practice field to the competition range saw heavy use and Olympic archery officials highly recommended such an operation for future archery championships. The competition field was measured to near-perfection and target equipment provided by Saunders Archery Company and the Björn Bengtson Archery Company of Sweden was excellent.

Though the computer scoring system worked almost flawlessly, the results management system was extremely slow. A better understanding of archery and more pre-Games planning by the results management company could have speeded up the official post-competition results distribution. Unofficial results were available within minutes after the end of competition.



20

30.09.2 Athletics

When the Games returned to Los Angeles in 1984, they also returned to the Los Angeles Memorial Coliseum. Athletics competition and Opening and Closing Ceremonies had been staged there in 1932 and the historic Coliseum was an obvious and fitting choice for those same events in 1984. Never before had an Olympic main stadium been used twice.

The 63-year-old structure was magnificently decorated for the 1984 Games, but it took approximately \$5 million and several years to upgrade the aging facility. Another \$2 million was spent in permanent improvements in Exposition Park, a public area surrounding the Coliseum. Temporary decorative elements were added by the LAOOC to embellish the Coliseum both for athletics and ceremonies. Because the Coliseum had been the central site of the 1932 Games, the LAOOC attempted to respect tradition in its design efforts at the stadium for 1984.

A giant Olympic torch sits 45.72 meters (150 feet) above the ground on the peristyle (east) end of the stadium and was placed there for the 1932 Games. Construction of the Coliseum was completed in 1923 at a cost of \$954,872.98. The original 75,000-seat capacity of the stadium was enlarged to 101,574 in 1931 at a cost of \$950,293.88. A later conversion of seats to theatre-type reduced the capacity to 92,516, with 73,929 permanent chairs now in place and only 18,587 covered bench seats remaining. There are 90 entrances and 74 turnstiles.

The Coliseum's track and field facilities were totally redesigned with construction focusing on the installation of a new world-class synthetic "Rekortan" track. All possible factors affecting the competitors were taken into account in the planning of the total athletics

facilities. The track was designed with the widest turns possible to give all competitors the best running conditions in the 200 meters, 400 meters, 400-meter hurdles and 400-meter relay events, where sharp turns affect some lanes more than others. The field events areas were constructed to provide the best possible running, jumping and throwing surfaces. The orientation of the field events took into consideration weather and background conditions and the longest possible runways were installed. Training tracks were built or refurbished at nine other sites, including seven funded by ARCO. Two of these tracks were located within the two main Olympic villages.

Every athletics event finished in the Coliseum and every event, except the men's and women's marathons, started at the Coliseum. The marathons began at Santa Monica College. The women's marathon was one of four women's events added to the schedule for the first time. The others were the 400-meter hurdles, the 3,000-meter run and the heptathlon,

which replaced the pentathlon. The athletics competition began on 3 August, the sixth day of the Games, and continued with two sessions per day through 11 August except for a rest day on 7 August. One day-long session was set for 9 August. A departure from the traditional eight-day athletics schedule was arranged so that the men's marathon would finish during the Closing Ceremonies on 12 August. Morning sessions began at 0930 and generally included preliminary heats and qualifying rounds. Except on 9 August, the Coliseum was cleared and cleaned before the afternoon session which began at 1600 hours. On 11 August, the start of the 50-kilometer walk opened that day's morning session at 0800. The women's marathon began at 0800 on 5 August and the men's marathon commenced at 1715 on 12 August.

Each participating nation was allowed to enter up to three athletes in each individual event, but entry standards were required in all events except the marathons and walks if an NOC wished to enter more than one competitor. Each NOC could enter one team in each relay event.

One world record was set in athletics (men's 4 x 100 relay) while Olympic records were surpassed 28 times. Olympic bests were recorded in the men's 20 and 50 kilometer walks and men's marathon and an Olympic best was established in the women's marathon. A record 411 women participated in athletics while 973 men competed. A record number of nations, 124, were represented. Out of the 304 different heats, flights and sections of the competition, 21 protests were lodged and four were sustained. The first race of every session started on time.

Twenty-four events were held for men with the following gold medal results: 100 meters, Carl Lewis (USA), 9.99; 200 meters, Lewis (USA), 19.80; 400 meters, Alonzo Babers (USA), 44.27; 800 meters, Joaquim Cruz (BRA), 1:43.00; 1,500 meters, Sebastian Coe (GBR), 3:32.53; 3,000-meter steeplechase, Julius Korir (KEN), 8: 11.80; 5,000 meters, Said Aouita (MAR), 13:05.59; 10,000 meters, Alberto Cova (ITA), 27:47.54; marathon, Carlos Lopes (POR), 2:09:21; 110-meter hurdles, Roger Kingdom (USA), 13.20; 400-meter hurdles, Edwin Moses (USA), 47.75; 20-kilometer walk, Ernesto Canto (MEX), 1:23:13; 50-kilometer walk, Raul Gonzalez (MEX), 3:47:26; 4 x 100 meters, United States, 37.83; 4 x 400 meters, United States, 2:57.91; high jump, Dietmar Moegenburg (FRG), 2.35; pole vault, Pierre Quinon (FRA), 5.75; long jump, Lewis (USA), 8.54; triple jump, Al Joyner (USA), 17.26; shot put, Alessandro Andrei (ITA), 21.26; discus, Rolf Danneberg (FRG), 66.60; hammer, Juha Tiainen (FIN), 78.08; javelin, Arto Haerkoenen (FIN), 86.76; decathlon, Daley Thompson (GBR), 8,797.

Gold medal results in the 17 women's events were: 100 meters, Evelyn Ashford (USA), 10.97; 200 meters, Valerie Brisco-Hooks (USA), 21.81; 400 meters, Brisco-Hooks (USA), 48.83; 800 meters, Doina Melinte (ROM), 1:57.60; 1,500 meters, Gabriella Dorio (ITA), 4:03.25; 3,000 meters, Maricica Puica (ROM), 8:35.96; marathon, Joan Benoit (USA), 2:24:52; 100-meter hurdles, Benita Fitzgerald-Brown (USA), 12.84; 400-meter hurdles, Nawal El Moutawakel (MAR), 54.61; 4 x 100 meters, United States, 41.61; 4 x 400 meters, United States, 3: 18.29; high jump, Ulrike Meyfarth (FRG), 2.02; long

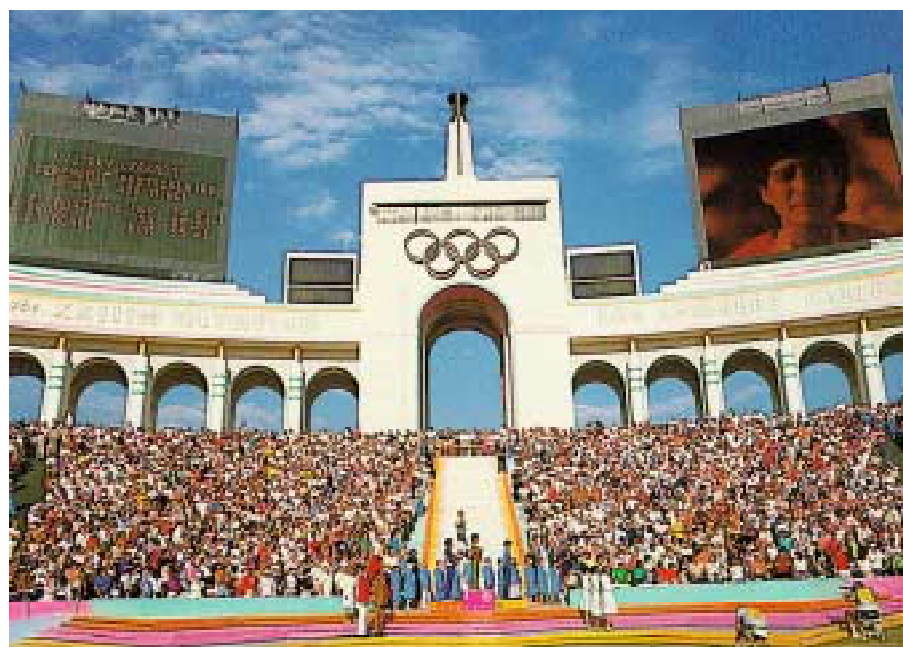
jump, Anisoara Stanciu (ROM), 6.96; shot put, Claudia Losch (FRG), 20.48; discus, Ria Stalman (HOL), 65.36; javelin, Tessa Sanderson (GBR), 69.56; heptathlon, Glynis Nunn (AUS), 6,390.

Athletics competition in the 1984 Games added a new dimension when two wheelchair exhibition races were held at the Coliseum on the morning of 11 August. Sharon Hedrick of the United States won an 800-meter race for women in 2:15.73 and Paul Van Winkel of Belgium won the 1500-meter wheelchair exhibition for men in 3:58.50. The IOC granted permission late in 1983 to stage a wheelchair event and the International Amateur Athletics Foundation (IAAF) agreed in January of 1984 to allow the two wheelchair events on the athletics schedule. Trials for the event were held in New York in June 1984 and the field was narrowed to eight competitors and two alternates in each race.

Existing athletics officials, plus a specially appointed head referee and a head starter, officiated the two races. The athletes were allowed to stay in the USC Village where they could use the Cromwell Field training track during specific evening hours. A separate training track and facilities were available at Los Angeles Southwest College.

Field of play The Coliseum

A little more than a year before the Games, a new synthetic 400-meter track made of Rekortan Sports Corporation/C. Voigt Sohne GmbH's "Rekortan" was installed on the Coliseum floor. It was the same surface that was used at Munich's Olympiastadion for the 1972 Olympic Games. The eight-lane track had a 36.8-meter turn radius, requiring the LAOOC to modify some of the seating in the Coliseum to accommodate the wider track. Additionally, an American football field which lies inside the track, had to be moved five yards to the east. A new Hi-Play systems grass infield was installed which allowed the mid-field crown to be eliminated. Although the new Coliseum floor was completely flat, drainage capabilities were improved. The stadium infield was set up with two long jump/triple jump runways on the south side; two pole-vault runways on the north side; three high-jump areas on the east end; two shot put circles on the west side and one circle in the center of the stadium (for finals); a discus and hammer circle in the northeast corner and a javelin runway in the east end. The decision to install two parallel pole vault runways along the north side of the infield, with provision for landing pads at either end, allowed the LAOOC to make the runways longer. This also presented less of a hindrance to the hammer and discus throwers and any runners that might be on the northwest turn of the track. The field event placements took into consideration sun, wind, background, crowding and scheduling problems.



21



22

20 Awards ceremony for the first-ever wheelchair event held in the Olympic Games.

21 Awards ceremony for the women's 400-meter hurdles, won by Morocco's Nawal El Moutawakel.

22 Hurdle crew in action at the Coliseum.

Sports Administration and Competition Management

IAAF regulations require that all of the implements used in the throwing events be furnished by the Organizing Committee and competitors must select from those implements both for training and competition. In an attempt to coordinate the gathering of hundreds of these implements from a variety of manufacturers, the LAOOC contracted with UCS Incorporated of New Jersey to order, store and ship the implements. Additionally, UCS supplied pole vault and high jump pits and standards, hurdles, steeplechase barriers and water jumps, the long jump take-off board system, lane marker boxes, shot put toe-boards and rings, discus and hammer rings and cages, implement carts and platform carrier carts, sector line marking tape, distance markers and a one-meter-high protective mesh barrier to surround the throwing sectors. UCS technicians set up and dismantled their equipment at the Coliseum and training sites and kept in daily contact with the training sites during the Games for equipment maintenance. Other equipment gathered by UCS included Berg relay batons, Cantabrian and Berg hammer handles and cables, Pacer pole vault and high jump standards and cross bars and Cantabrian pole vault boxes. Other miscellaneous equipment ordered locally included 48 clothing baskets, two pole vault wind socks, four sets of step markers for long jump runways, 21 spools for reusable plastic arc and sector tapes, two heavy pit smoothers, 90 metal numbers, 52 arc distance signs and various officials flags.

The process of gathering the equipment began once the IAAF released its list of required equipment standards, manufacturers and model numbers. UCS began shipping the equipment to the LAOOC warehouse in March 1984 and continued gathering and shipping equipment through the start of the Games. An equivalent of more than 40 trailers (42-foot) of equipment were shipped between March and the end of the Games. Original equipment quantities were increased just before the Games when athletics organizers realized the track at USC served not only as a training site, but also as a warm-up site. The amount of equipment ordered proved to be more than adequate.

The only personal competition equipment allowed in Olympic athletics is vaulting poles. They must be of a type which has been generally available for at least two years prior to the Olympic competition. Pole vaulters were asked to bring all competition poles to the training site office in their village of residence on 5 August, the day before the pole vault qualifying rounds. The LAOOC delivered the poles by truck to the equipment storage building at the Coliseum and checked to insure all poles conformed to the IAAF approved list. All approved poles were delivered directly to the pole vault competition area prior to the athletes' entrance into the Coliseum. At the conclusion of the competition, all poles

were transported back to the proper village. Athletes were provided with a tag which was attached to the poles and indicated name, competitor number and village of residence. The same procedure was in effect for the final round of competition and for decathletes.

The LAOOC utilized an electronic starting block system by Swiss Timing and Berg of the Federal Republic of Germany that was very accurate in indicating false starts. Loudspeakers built into the rear of each starting block gave athletes in each lane an equal opportunity to hear the starting commands and gun. Two sets of eight blocks were available at the Coliseum.

Swiss Timing provided three electronic finish cameras; two located on the south Coliseum rim and one on the field. No failures were reported, but back-up power was included with the devices and four hand-timers were also provided to back up the three electronic systems. The hand timers were not needed. Zeiss-Jena of the German Democratic Republic provided an optical measuring system for all field events except the high jump. The opening height of the pole vault was optically measured and the standards calibrated so that every height did not need to be measured. Previously, the system had only been used in measuring the long throws. The system provided quick, exact measurements and required fewer people on the field of play than traditional measuring systems. Steel tapes were available as a back-up system.

Training information

Training opportunities were more than adequate for athletics competitors. Each village offered complete facilities except UCLA, where no hammer throw area was available. Four other training tracks were fully equipped with all necessary equipment and implements, a check-in area and information board, a tented rest and massage area, refreshments, toilets and medical facilities. All training areas were fully secured. No showers, saunas or any type of indoor facilities were provided. The tracks were available for training between 0800 and 2000, while throwing areas were available at more specific hours. For example, at UCLA, one discus training area was available between 1100 and 1400 and 1700 and 2000, while the javelin throw training area was open between 0800 and 1100 and 1400 to 1700.

Though no training was allowed in the Coliseum, NOCs were assigned dates for an orientation tour between 17 and 30 July. Athletes were allowed orientation on an open basis as well, though only a few made use of this service. For marathoners, the course could not be closed for training prior to competition. All competitors and team officials had an opportunity to take guided tours between 2 and 9 August. The racewalk competition course also was not closed for training.



23 Start of the first semi-final of the men's 200 meters.

24 This special starter's pistol activated not only the runners, but the multiple timing systems used at the Games

Athletics implements

Model name/number	Manufacturer/country	Coliseum/training site quantity	Model name/number	Manufacturer/country	Coliseum/training site quantity
<i>Men's discus—2.0 kg/4 lbs., 6.5 oz.</i>			<i>Hammer—7.57 kg/16 lbs.</i>		
Hollywood Star 300	Harry Gill/USA	3/19	Olympic C618B 110 mm	Lillywhites Cantabrian/GBR	3/10
Karhu-Titan 148	Karhu/FIN	2/07	International C619A 113 mm	Lillywhites Cantabrian/GBR	2/06
Obol Red	Obol/FRA	3/18	Rekord Red 0116 115 mm	Kaspar Berg/FRG	3/13
Olympic Hi-Spin C517A	Lillywhites Cantabrian/GBR	3/18	Comp. Brass 0117 110 mm	Kaspar Berg/FRG	4/13
International C518A	Lillywhites Cantabrian/GBR	4/10	Olympia Yellow 01 12 1 10 mm	Kaspar Berg/FRG	3/12
Holn 1126	Kaspar Berg/FRG	3/18	<i>Men's javelin—800g/1 lb., 12.2 oz.</i>		
Super Segler 1125	Kaspar Berg/FRG	2/10	Master 7912-801 60 m	Sandvik Nordic Sports/SWE	2/12
Competition 0025	Kaspar Berg/FRG	2/10	Master 79 12-800 70 m	Sandvik Nordic Sports/SWE	2/12
Rekord 0026	Kaspar Berg/FRG	3/10	Super Elite 79 16-802 80 m	Sandvik Nordic Sports/SWE	3/12
Saturn P232	AMF Voit Pacer/USA	2/07	Super Elite 7916-801 90 m	Sandvik Nordic Sports/SWE	3/12
<i>Women's discus—1.0 kg/2 lbs., 3.2 oz.</i>			Champion 7916-800 100 m	Sandvik Nordic Sports/SWE	4/12
Wood Center 3 13	Harry Gill/USA	4/16	Held Custom III 91 m+	AMF Voit Pacer/USA	3/09
Karhu-Titan 165	Karhu/FIN	2/07	Held Custom II 76-91 m	AMF Voit Pacer/USA	3/12
Obol Red	Obol/FRA	3/18	Held Custom I 67-76 m	AMF Voit Pacer/USA	1/12
Olympic Hi-Spin C517B	Lillywhites Cantabrian/GBR	3/18	Held Comp. 800L 67-76 m	AMF Voit Pacer/USA	3/10
International C518F	Lillywhites Cantabrian/GBR	4/10	Held Comp. 800M 58-67 m	AMF Voit Pacer/USA	3/10
Rekord 1129	Kaspar Berg/FRG	3/18	Held Comp. 800S up to 58 m	AMF Voit Pacer/USA	3/10
Super Segler 1133	Kaspar Berg/FRG	2/18	Apollo Olympic	Accles & Pollock/GBR	3/06
Rekord 0029	Kaspar Berg/FRG	3/18	Apollo Aerodyne 60 m	Accles & Pollock/GBR	3/06
Competition 1131	Kaspar Berg/FRG	2/18	Apollo Aerodyne 70 m	Accles & Pollock/GBR	3/06
<i>Men's shot—7.26kg/16lbs.</i>			Apollo Aerodyne 80 m	Accles & Pollock/GBR	3/06
Olympic C516G 110 mm	Lillywhites Cantabrian/GBR	3/06	Apollo Aerodyne 90 m	Accles & Pollock/GBR	3/06
Olympic C516F 113 mm	Lillywhites Cantabrian/GBR	4/09	Apollo Aeroflo	Accles & Pollock/GBR	2/04
Olympic C516E 120 mm	Lillywhites Cantabrian/GBR	4/09	<i>Women's javelin—600 g/1 lb., 5.2 oz.</i>		
Olympic C516D 125 mm	Lillywhites Cantabrian/GBR	4/09	Star 79 15-600 50 m	Sandvik Nordic Sports/SWE	2/12
Olympic C516C 129 mm	Lillywhites Cantabrian/GBR	4/09	Diana 7917-601 60 m	Sandvik Nordic Sports/SWE	2/12
Berg Blue 0109 120 mm	Kaspar Berg/FRG	4/15	Diana 7917-600 70 m	Sandvik Nordic Sports/SWE	2/12
Berg Red 0105 113mm	Kaspar Berg/FRG	3/12	Diana 7917 80 m	Sandvik Nordic Sports/SWE	2/12
Berg Yellow 0104 129 mm	Kaspar Berg/FRG	4/09	Held Regulation 35 m	AMF Voit Pacer/USA	3/12
Berg Brass 0100 110 mm	Kaspar Berg/FRG	4/17	Held Regulation 45 m	AMF Voit Pacer/USA	3/12
Berg Black 0071 125 mm	Kaspar Berg/FRG	4/17	Held Comp. Special 55 m	AMF Voit Pacer/USA	2/12
<i>Women's shot—4.0 kg/8 lbs., 13 oz.</i>			Held Comp. Special 65 m	AMF Voit Pacer/USA	2/12
Olympic C516H 109 mm	Lillywhites Cantabrian/GBR	4/11	Held Custom 145-58 m	AMF Voit Pacer/USA	3/12
Olympic C516I 103 mm	Lillywhites Cantabrian/GBR	4/11	Held Custom II 58-70 m	AMF Voit Pacer/USA	3/12
Olympic C516J99 mm	Lillywhites Cantabrian/GBR	4/11	Held Custom III 70 m+	AMF Voit Pacer/USA	3/12
Olympic C516K96 mm	Lillywhites Cantabrian/GBR	4/11	Apollo Olympic	Accles & Pollock/GBR	4/06
Berg Black 0068 103 mm	Kaspar Berg/FRG	4/19	Apollo Aerodyne 45 m	Accles & Pollock/GBR	3/06
Berg Brass 0103 95 mm	Kaspar Berg/FRG	4/19	Apollo Aerodyne 55 m	Accles & Pollock/GBR	3/06
Berg Blue 0106 99 mm	Kaspar Berg/FRG	4/19	Apollo Aerodyne 65 m	Accles & Pollock/GBR	3/06
Berg Yellow 0086 109 mm	Kaspar Berg/FRG	4/19	Apollo Aeroflo	Accles & Pollock/GBR	3/06

Training sites

Drake Stadium, UCLA Village; available 14 July to 15 August

- Nine-lane, 400-meter Voigt Rekortan track
- Two long jump/triple jump runways
- Two high jump areas
- Two pole vault runways
- Two shot put circles
- Hurdles and steeplechase barriers
- One discus and one javelin area at adjacent field

Cromwell and Dedeaux Fields, USC Village; available 14 July to 2 August, 7 August, 12 August

- Right-lane, 400-meter Voigt Rekortan track
- Two long jump/triple jump runways
- Two high jump areas
- Two pole vault runways
- Two shot put circles
- Hurdles and steeplechase barriers
- One javelin runway (1400 to 1700)
- One discus/hammer circle

West Los Angeles College; 12 km from UCLA, 13 km from USC; available from 15 July to 12 August

- Three discus/hammer throw circles
- One javelin runway
- Three shot put circles

Jackie Robinson Stadium; 7 km from USC Village; available 15 July to 11 August

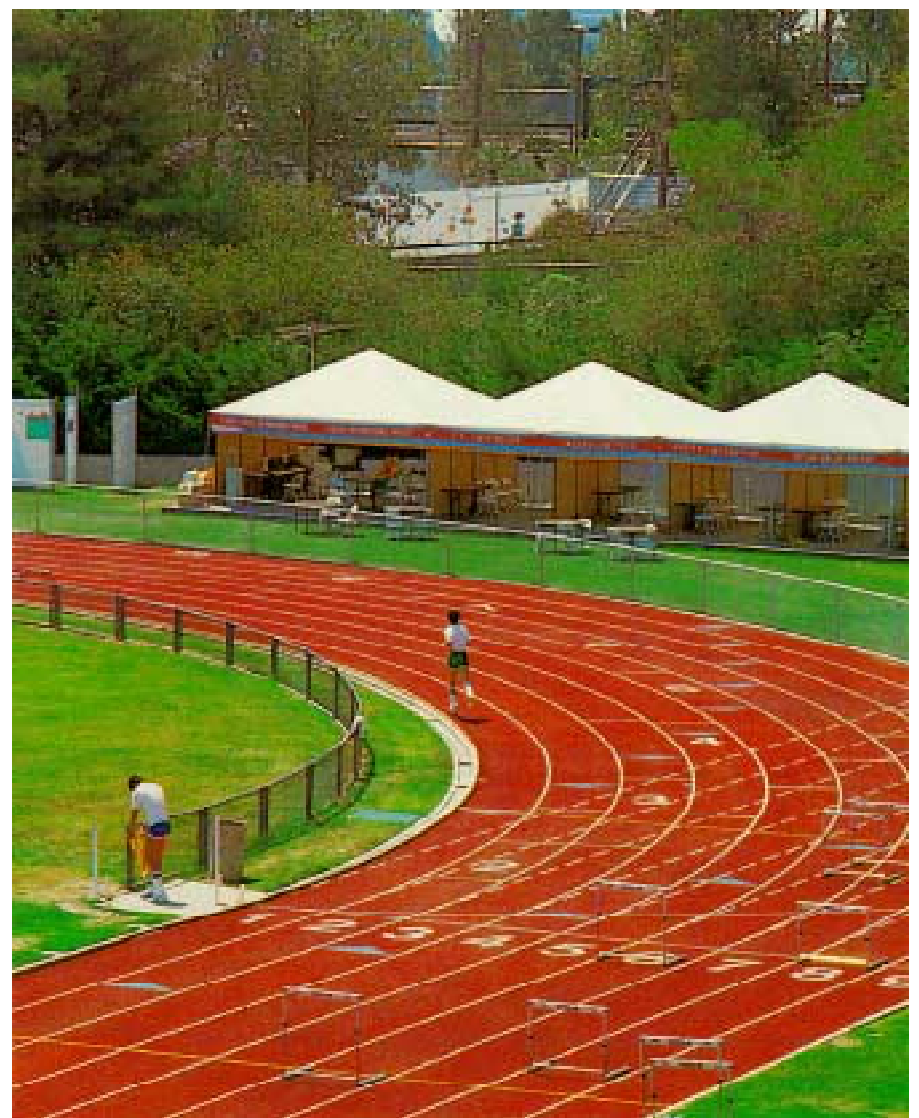
- Six-lane, 400-meter Berleburger Schaumstoffwerk Regupol track
- Two shot put circles
- One discus circle
- One javelin runway
- Two high jump areas
- Two pole vault runways
- Two long jump/triple jump runways
- Hurdles

Corsair Stadium, Santa Monica College; 7 km from UCLA Village; available 14 July to 11 August, except for between 0800 and 1000 on 5 August

- Eight-lane, 400-meter Mondo Sportflex Super-X track
- One high jump area
- Two long jump/triple jump areas
- One pole vault runway
- Two shot put areas
- One discus area
- Hurdles

Cougar Stadium, Los Angeles Southwest College; 13 km from USC Village; available 25 July to 11 August

- Eight-lane, 400-meter Mondo Sportflex Super-X track



25 The training track at UCLA's Drake Stadium. Press interview tents for the UCLA Village are in the background.

Sports Administration and Competition Management

- One high jump area
- One long jump/triple jump runway
- One pole vault runway
- One shot put circle
- Hurdles, steeplechase barriers

Other suggested training sites were:

- Birmingham High School, Voigt "Recaflex S" track
- California State University at Los Angeles, Voigt "Recaflex S" track
- East Los Angeles College, Berleburger Schaumstoffwerk GmbH "Regupol"
- Occidental College, Voigt "Rekortan" track

The road events

In a unique attempt to close the Olympic Games with the finish of an Olympic event, the LAOOC scheduled the men's marathon to conclude in the Coliseum just prior to the start of Closing Ceremonies. Another Olympic first was the scheduling of a women's marathon event. Both marathons began at Santa Monica College and finished in the Coliseum. The two racewalk events began and ended at the Coliseum and were held on a 2.5-kilometer loop course near the stadium.

Four priorities were established during the preliminary mapping stages of the marathon course. First and foremost was the desire to finish the marathon in the Coliseum. The second and third priorities were to select a somewhat flat course along a scenic and

comfortable route. Finally, the LAOOC endeavored to select streets that were wide enough to accommodate the runners and necessary accompanying vehicles. An obstacle in mapping the final course was gaining the cooperation of the five local governmental jurisdictions through which the race passed, since streets had to be temporarily closed during the race. In the end, the roads that the course followed were shut down for just a few hours. A "rolling closure" system meant main cross streets were closed briefly just before the runners passed and reopened as soon as the last runner passed. Climatic conditions were also a factor in mapping the course and, in the end, two-thirds of the course was located within four miles of the Pacific Ocean to take advantage of the prevailing ocean breeze.

Santa Monica College served not only as the starting point for the marathons, but also as a training site for athletics and handball. Therefore, security fences and some athlete services were already in place. A marathon venue management staff worked independently of the Coliseum staff. A minimum amount of design changes were required to accommodate the

start of the marathons. Alterations specific to the marathon were the addition of temporary toilet facilities for spectator use, the placement of protective padding on the walls and fences and the athlete exit from the track, decoration of the stadium, the building of platforms on the existing bleachers for television cameras and the removal of existing goal posts and approximately 65 feet of fences and gates. Television cameras were positioned in the west bleachers, along with the Olympic Family, including the IAAF. Athletes arrived by bus and entered a gymnasium east of the stadium, where they went through the Athlete Control Center. A band entertained spectators prior to both races. Tickets for the start of the marathons were sold on site.

The earliest the IAAF would allow the women's marathon to start was 0800, which meant the race would finish in the Coliseum at approximately 1030, as a part of the morning session on 5 August. A consistent afternoon breeze off the Pacific Ocean allowed the LAOOC to schedule the start of the men's marathon for 1715 hours in order to finish just before ceremonies began. An equestrian event, men's platform diving and a synchronized swimming event were the only other competitive events scheduled for 12 August making the men's marathon the last event of the Games. The first runner entered the Coliseum after 1930

to a cheering crowd of more than 92,500 spectators. Because it was feared that stragglers would hold up the start of the Closing Ceremonies, the LAOOC prepared a finish area just outside of the Coliseum for any runners that finished more than three hours after the start of the race. This contingency plan was not used. The victory ceremony for the marathon, as well as that for the equestrian individual jumping event were held just as the Games' closing festivities began.

The shortest route of the marathon course was marked with a broken line on the route surface and each kilometer was marked along the route. The runners entered the Coliseum from Menlo Street, passing down through the main tunnel and running 1.25 laps on the Coliseum track. The runners ran 140 meters in lanes four and five past the finish line, then finished the final 400 meters in lane one.

Racewalkers toured the Coliseum track five times before departing on the 2.5-kilometer course. After six laps for the 20-kilometer race and 18 laps for the 50-kilometer race, the athletes returned to the Coliseum through the main tunnel. A digital clock was available to show the intermediate time at five kilometers and every 2.5 kilometers after that.

26 Rosa Mota of Portugal leads the pack midway through the women's marathon.

27 Aid stations like this one at the 28 kilometer mark are available to marathoners at various points during the race.



26



27

Three-thousand race course marshals were recruited to work the marathons and race walks. Most worked both marathons and about 100 worked the race walks as well. Instead of relying on the LAOOC Games Staffing process, athletics organizers appealed to service clubs and churches that were located along the course and asked local running clubs to supply volunteers. Just prior to the Games, a five-day training session was held and all marshals were required to attend a three-hour session on one of the five days. On race day, the marshals met at three locations for orientation prior to being transported to their respective work stations. Mile chiefs were located on each side of the course and coordinated the efforts of the marshals, whose primary task was to assure a clean and clear path along the competition route. No incidents of spectator interference were reported for any of the road events. Another duty of the marshals was to help rope off the course prior to the race. As a truck dropped the nylon rope along the side of the road, the marshals affixed the rope to trees, posts or LAOOC-provided barriers.

Thirteen spray and sponge stations were set up along the marathon course. While on-course pass-through shower stations had not previously been attempted in the Games, this service was well received and used by the athletes. One shower station was also set up on the racewalk course. These stations consisted of a shower spray device on the right side of the course at the beginning of the station and the runner had the choice of running to the right under the spray or to the left to avoid it. Both alternatives covered the same distance. On each side of the course just after the spray area were three tables spaced 20 meters apart. Wet sponges were available on two of the tables and cups of water on the third. The refreshment tables, sponging/spray stations and toilets were indicated with signs 100 meters in advance.

Eight refreshment stations were spaced every five kilometers along the marathon course. Each station consisted of nine tables spaced 20 meters apart. The first seven tables were numbered and labeled by country for individual drinks. The eighth table was supplied with an electrolyte drink and the ninth table had cups of water on it. Athletes who wanted personal beverages left at the tables were instructed to leave them at the athletics desk at the Sports Information Center in the Olympic villages by 2000 hours on 4 August for the women's marathon and before 1100 hours on 12 August for the men. Athletes not living in the villages could leave their beverages at the Santa Monica College Gymnasium. A medical

aid tent and a portable toilet were placed at the beginning of each refreshment station, but competition management reported little use of the medical tent. Roving Red Cross aides walked the entire route to offer first aid for spectators.

The IAAF decreed that all vehicles preceding the marathon had to be electrically powered. The host broadcaster created a vehicle that carried cameras and commentators and supplemented it with three electric motorcycles. Six electric trucks provided transportation for security and support personnel as well as a digital timing readout. The running time could be seen on top of the lead vehicle and on digital clocks located every five kilometers on the course. Approximately 200 meters ahead of the race, a phalanx of police personnel escorted the race.

More than 150 hand-held radios provided the essential communications link between course officials and competition management at the Coliseum. Even the starter's signal was radioed back to the Coliseum to set the Swiss Timing clock in motion. Closing Ceremonies spectators viewed much of the race on the giant video screen in the Coliseum.

Sports administration and competition management

Co-commissioners provided the leadership for athletics, supervising a paid and volunteer staff of approximately 6,600. One commissioner planned and managed the track and field events at the Coliseum and training sites while the other was in charge of the road events, receptions and hospitality. Both commissioners shared responsibilities for the general operation of the Coliseum venue, although once a venue director was appointed, he directly supervised all of the general venue services. Other key management figures included a competition director, a pre-competition director, a competition secretariat director, a spectator information director, a marathons technical director, a marathons support director, a race walks director and a protocol director. Under the direct supervision of the competition director were several key managers, including four assistant competition directors, a competition equipment manager, a combined competition manager, a competition facilities manager, an officials support manager, a video race monitoring manager, a chief steward and a venue ceremonies manager. Regular meetings of all competition managers were held starting in September 1983 and increased from monthly to bimonthly and eventually weekly. Managers of the stadium departments began meeting in spring 1984. Many managers were not employed on a full-time paid status until June 1984 and volunteered their time during the planning stages. It should be noted,

however, that the LAOOC assigned many of its top personnel in various departments to the athletics venue.

Several athletics events held in the Coliseum prior to the Games helped management staff and volunteers observe or become involved in activities that were beneficial during the Games. In June 1983, an all-comers meet and a United States-German Democratic Republic dual meet were held to test the new facilities. In June 1984, the California State High School Track and Field Championships and the U.S. Olympic Track and Field Trials were held in the Coliseum. The U.S. trials, though not sponsored by the LAOOC, gave numerous departments the chance to gain operating experience with an almost identical time schedule and an identical program of events. Many key managers also had the opportunity to attend and closely observe the 1983 World Track and Field Championships in Helsinki, Finland.

Existing athlete and officials' facilities in the stadium were augmented by use of trailers and tents, with all venue operation facilities housed in trailers. Because the Coliseum was in close proximity to the Sports Arena (boxing), facilities for Olympic Family hosting and some parking and press facilities were shared.

Construction at the venue included the installation by the venue owners of three permanent alphanumeric video scoreboards in 1983 for the transmission of start lists, results, records, running times and video reruns. A 36-foot-high by 48-foot-wide (11-meter by 14.6-meter) full-color video system board showed full speed and slow motion reruns of races and field events when possible and was located at the south end of the peristyle. A second board at the north end of the peristyle displayed all start lists, official results and interim field events standings. The third board, located in the center of the peristyle, showed running times, interim times, final unofficial times, final official times and world and Olympic records. Additionally, a 165-foot-high (50.3-meter) freestanding, full lamp, matrix display was erected facing the Harbor Freeway outside the venue. The \$12.5 million project was arranged through private sponsorship and the installations were made by the American Sign and Indicator Corporation of Spokane, Washington. In addition, a temporary 10-line alphanumeric board was installed over the west-end tunnel by Swiss Timing. There were also five rotating scoreboards on the field showing the results of each attempt in the jumping and throwing events. Scoreboard distances were shown in both meters and feet.

Other construction at the Coliseum included the following permanent rehabilitation work:

- Installation of new field turf with drainage and irrigation
- Addition of new field events areas
- Enlargement of existing sewer line
- Installation of air-conditioning in existing dressing rooms
- Addition of an electrical supply for new scoreboards
- Renovation of concourse first aid room
- Construction of a new 6,000-square-foot storage building
- Replacement of 1,500 seats
- Upgrade of concourse rest rooms
- Installation of new emergency electrical system
- Installation of new electrical service at field level
- Upgrade of field lighting
- Excavation and extension of tunnel six (athlete exit)
- Installation of a new public address system
- Construction of 11 new perimeter concession stands
- Repair and painting of concourse floor
- Repaving of perimeter area
- Replacement of peristyle fence
- Repair of the press box elevator
- Installation of a new gas line to the torch
- Installation of a grade-level conduit chase across the perimeter area for use mainly by the host broadcaster
- Replacement of the fence on top of the stadium rim
- Replacement of the concrete at the peristyle between the seats and the perimeter fence
- Painting of peristyle seats and ceiling

The warm-up areas for use before competition were located away from all press, public and non-essential officials, allowing total isolation and concentration for the athletes. Athletes who were not warming up for immediate competition were not allowed to use the warm-up facilities at Cromwell and Dedeaux fields where the pre-competition warm-ups were being held. Because of the 900-meter distance from Cromwell and Dedeaux fields to the Coliseum and because it was impossible to build a complete training track and field immediately adjacent to the Coliseum, a frequent shuttle bus service was arranged to quickly transport the athletes to the check-in area and final warm-up area just outside the Coliseum. No athletes missed the start of a race or event, thanks to carefully planned athlete warm-up, transportation and check-in systems.

The scenario for an athlete competing in a 1005 event was as follows: an athlete living at UCLA took the athlete shuttle to USC at 0730 hours; by 0815, the bus arrived at the USC Village; at 0820, the athlete walked to Cromwell or Dedeaux field where he or she warmed up for approximately 45 minutes; at 0915, the athlete got on a shuttle bus for the Coliseum, a 900-

Sports Administration and Competition Management

meter trip through a secured area; at 0930, the athlete entered the Athlete Control Center where warm-up on a six-lane, 55-meter track was available; by 0940 the athlete was required to check in at the call room and waited until his or her event was called; at 0950, stewards took the athletes in lane or competition order through a tunnel into the west end of the Coliseum floor to await competition.

Facilities at the Athlete Control Center were well isolated, sheltered and shaded for the athlete's final few minutes of limbering up before checking in at the call room, which was quiet and again designed to prevent interruptions in the athlete's concentration. While in the call room, the athletes' competition numbers, including hip numbers, were checked, the make of shoes, their design and number of spikes were analyzed and commercial advertising and equipment were examined for compliance with IOC and IAAF rules. Thirty-seven different language capabilities were available during these procedures to avoid any misunderstanding or lack of information. After completing the check in procedures, the stewards escorted the athletes in lane or field competition order through the large tunnel at the

west end of the Coliseum, onto the field and to the competition area.

Each track competitor was provided with a basket for his or her clothes. The warm-up suit was placed on top with the athlete number showing. In addition, a lane number was marked on the side of each basket in order to help the aides and athletes locate the baskets after the event. Competition aides were secondary school-aged youths who contributed enthusiastically to the pre-competition and post-competition procedures.

After competition, stewards escorted athletes through tunnel 6, which was located under the stands, to the outside of the Coliseum, through the press mixed zone and to the bus pickup point. After finals, medal winners were taken to the awards ceremonies area and then to the press interview area and doping control.

The athletics competition secretariat coordinated preliminary and final entry lists and assisted in the preparation of start lists. All entries were due in the LAOOC registration office by 18 July 1984 and were entered into a small computer, along with qualification

results in preparation for approval by the technical delegates on 22 July. Once verified lists were prepared by the secretariat, they were distributed to Ernst & Whinney (results system managers) for the assignment of competition numbers. The LAOOC also provided a nation-by-nation list of participants that included name of competitor, date of birth, height, weight, event, qualifying result and personal record. This information was prepared for distribution to teams and the media.

The secretariat staffed sports information offices in each of the villages and was headquartered in the Coliseum. Three days prior to the start of the first competition in a given event, an official representative of the NOC was required to confirm participation of those competitors entered. The names were written on an LAOOC-provided form and submitted to the secretariat or village sports information offices before 0900 on the confirmation day. The sports information centers were open daily from 0700 to 2300 while the secretariat in the Coliseum was open from 0800 to 2200. The LAOOC coordinated the confirmation of participation and prepared a list for the technical delegates after 1000. Seeding cards for each individual were

prepared in advance, including best performance and qualifying performance, and were finalized by the technical delegates once entries were confirmed. Result cards were then prepared with the following information: event, round, heat or group, lane order, athlete number and athlete name competition number. Copies of the result cards were telecopied to the results management team for preparation of the unofficial start list which was approved for distribution between 1400 and 1800. The original results cards were filed with the secretariat after shoe codes were marked and two copies were sent to the Athlete Control Center one hour before each session. The steward who escorted the athletes to the field for a particular heat or final took the results cards to the head judge for field events or the starters' assistant for running events.

The secretariat also coordinated scratches, cancellations and protests. Team leaders were required to file their protests in writing with the secretariat. To aid the jury of appeal in protest decisions, a race monitoring system of six video cameras was set up at various points around the Coliseum.

28 Julie Brown of the United States finishing the women's marathon in the Coliseum.



LAOOC/Athletics staff totals

General management	5
Competition management	12
Facilities	87
Equipment	8
Officials and aids	66
Stewards	62
Athletes' Control Center	34
Combined competitions	2
Race monitoring	15
Marathon operations	666
Marshals	2,486
Competition secretariat	24
Pre-competition operation	5
Protocol	88
Spectator information	15
Venue management	13
Access Control	197
Concessions	3
Construction/Design	6
Finance and Audit	15
Food Service	44
Health Services	86
Language Services	29
Maintenance	6
Material Supply	11
Personnel	7
Press Operations	67
Security	6
Spectator Control	568
Technology	240
Ticketing	28
Transportation	7
Totals	4,908*

*Does not include 986 accredited contractor personnel.

Summary

The historic Los Angeles Memorial Coliseum was the site of the Olympic athletics competition for the second time-the first being the 1932 Games. The aging facility was refurbished and

brightly decorated for the 1984 Games and construction included total redesign of the track and field facilities.

A new world-class synthetic "Rekortan" eight-lane track with wide turns was installed in 1983 and field event runways and throwing sectors were placed with the best possible orientation, taking into account weather, background conditions and scheduling problems.

Every athletic event finished in the Coliseum, including the race walks and marathons, though the marathons began at Santa Monica College. The women's marathon was an Olympic first as was the finish of the men's marathon at the Coliseum just prior to the start of Closing Ceremonies. Other new women's events were the 3,000 meters, the 400-meter hurdles and the heptathlon. Twenty-four events for men and 17 for women attracted 973 male and 411 female competitors, representing a total of 124 NOCs. A total of 304 different heats, qualifying rounds and finals were successfully run.

UCS Inc. of New Jersey coordinated the ordering and shipping of all competition implements. The concept of using one dealer to organize the collection of all the competition equipment had not been tried before and worked extremely well. UCS manufactured some of the athletic equipment itself, including high jump and pole vault pits, hurdles and discus and hammer cages.

An electronic starting block system by Swiss Timing and Berg of the Federal Republic of Germany was very accurate in indicating false starts.

Swiss Timing provided the electronic finish cameras as well. Zeiss-Jena of the German Democratic Republic provided an optical measuring system for all field events except high jump. The system provided quick, accurate measurements and required fewer people on the field of play.

Training sites were located within the UCLA and USC Villages and at several other sites, offering athletes more than adequate space and equipment needs. No training was allowed in the Coliseum, though orientation tours were provided. Tours of the marathon and race walks courses were offered as well.

Three thousand course marshals were recruited to assure a clean, clear path along the marathon and race walk courses. Shower stations were planned along the courses for the first time in an Olympics and were well-received by the athletes.

The organization and staging of the athletics competitions was a monumental task and two commissioners were selected to provide supervision of the events. More than 6,600 paid and volunteer LAOOC staff worked the Coliseum and road events during the Games. Planning began as soon as the Coliseum was announced as the competition site. Key managers were selected and participated in regular meetings two years prior to the Games and planned services such as the competition secretariat, Athlete Control Center and training sites. Some of those services were tested at an international meet held at the Coliseum's newly installed athletics facilities in 1983 and again in June 1984 at the U.S. Olympic Track and Field Trials.

The goals of the athletics organizers were to provide the finest and fairest possible physical and mental environment for the competing athletes, and to provide all of the spectators of those competitions-the stadium ticket holders, the media representatives and the television audiences-with the best possible viewing and information arrangements to maximize their understanding and enjoyment of the competitions. The facilities were designed to give the public unimpeded views of all competition facilities from every seat and camera position within the Coliseum. The schedule was published well in advance of the Games and was designed to give the public a minimum of conflicting competition on the field at any one time during the eight days of track and field competition. The scoreboards, both around the stadium and on the infield, were designed to provide the maximum amount of information to the spectators and athletes and included video replays of most of the events.

More than 1.1 million spectators viewed the 15 sessions of competition and an additional 92,500 saw the finish of the marathon at Closing Ceremonies. One world record was set and Olympic marks were surpassed 28 times. Those who viewed the competition will not soon forget the outstanding performances. They will also remember the magnificent Coliseum, decorated with the festive Look of the 1984 Games, but respecting the tradition that began with the 1932 Games.



29 Giant umbrellas are used for shade for athletes competing in such lengthy events as the pole vault or decathlon.



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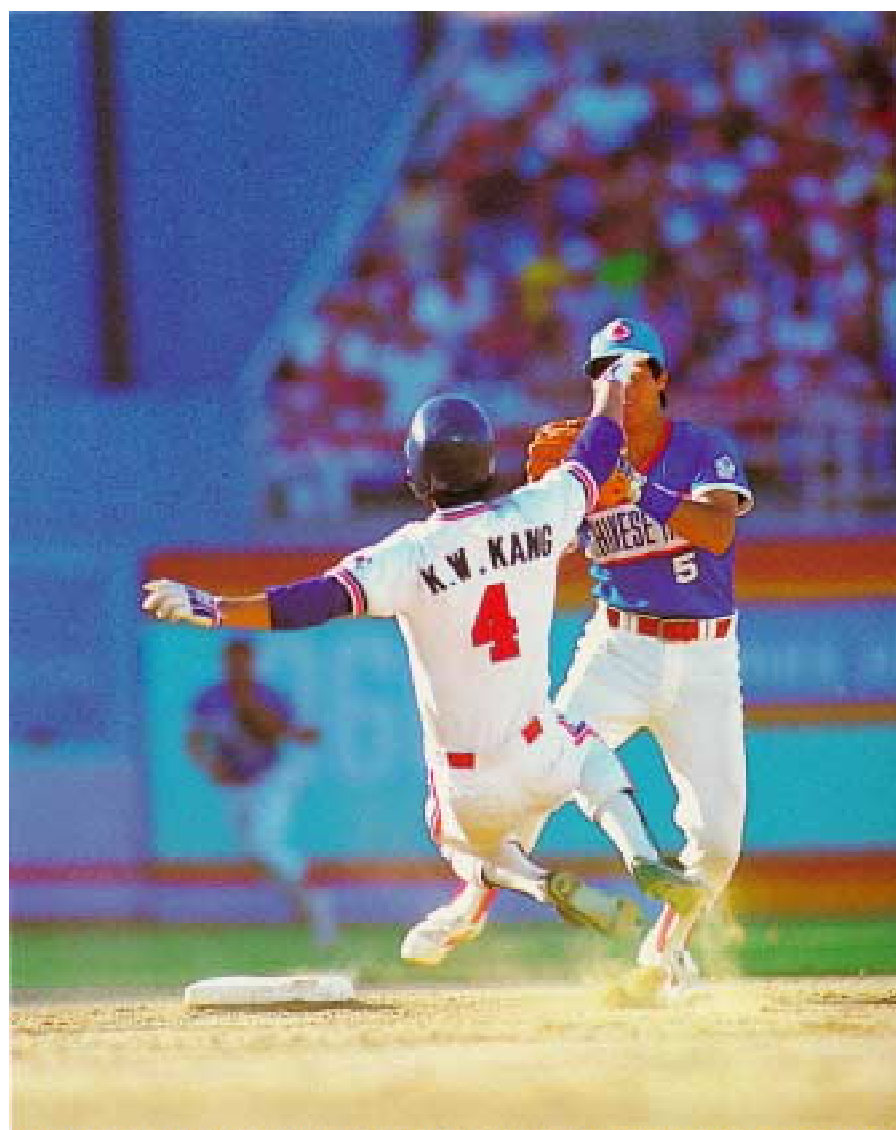
30.09.3 Baseball

More than 385,000 spectators attended eight days of Olympic baseball competition at Dodger Stadium in Los Angeles, giving the demonstration sport the third highest attendance of the Games behind football and athletics.

The long-standing and constant support of the Los Angeles Dodger professional baseball organization contributed immeasurably to the success of the event. Not only did the Dodgers offer use of their 56,000 capacity facility in the middle of their own regular season, but they also assisted greatly in the planning stage and provided the majority of the staff necessary to operate the venue.

The initial push for the inclusion of baseball in the 1984 Games began in 1979 when the Extraordinary Congress of the International Amateur Baseball Association (AINBA) was held in Los Angeles. AINBA made a presentation to the LAOOC's Demonstration Sports Commission, which recommended

baseball and tennis as its choices for demonstration status in the 1984 Games. When the IOC gave its approval for the two demonstration sports on 10 April 1981, a four-team, six-day tournament format was dictated. Included in this original plan was the stipulation that medals would not be presented to the winners, athletes could not march in Opening or Closing Ceremonies and teams would not be able to stay in the Olympic villages. The LAOOC continued to lobby for inclusion of baseball as a full medal sport. At the 1983 IOC Session in New Delhi, the number of teams was expanded to six and permission to conduct awards ceremonies and present special gold, silver and bronze medals similar to those awarded in official Olympic sports was granted. By May 1984, many of the LAOOC's original demands were met as the IOC approved an increase in the number of participating



30 Dodger Stadium in full Olympic dress.

31 The demonstration sport of baseball showcases some of the finest teams in the world, including Chinese Taipei, (in blue) and Korea.

31

teams to eight and allowed baseball players to stay in the Olympic villages and to march in Opening and Closing Ceremonies.

Although baseball had been a demonstration sport in six other Olympic Games, previous formats consisted mainly of one-game exhibitions played in makeshift ballparks. The inclusion of an eight-team, eight-day tournament for baseball in the 1984 Games and the tremendous spectator interest was seen by the AINBA as a major step forward for international amateur baseball.

The LAOOC executed an agreement in principle with the Dodgers in September 1981, calling for the Dodgers to provide Dodger Stadium as the site for the baseball demonstration and act as a managing partner with the LAOOC in assuming responsibility for the housing, feeding, transportation, security, entertainment and training of the athletes during the Games. In return, the Dodgers would receive a percentage of the gross receipts derived from baseball ticket sales and reimbursement for day-of-game expenses. The Dodgers were entitled to offer their season ticket holders right of first refusal to purchase tickets to their regular seats during the Games. In late 1983, the LAOOC was able to revise downward its village housing estimates allowing baseball athletes village privileges under the following conditions: a maximum of 20 athletes and five officials per team were permitted; the needs of each team would be administered by its own NOC without an increase in the size of the NOC staff; and the cost for each athlete would be \$100 per night (compared to \$35 per night for athletes in medal sports). The contract with the Dodgers was then amended and the LAOOC reassumed responsibility for athlete housing, feeding, entertainment, security, transportation and training in return for the Dodgers' paying two-thirds of the housing costs for the athletes by 1 March 1984. The Dodgers were responsible for operating the stadium during the Games, while the LAOOC managed key departments such as Technology, Language Services and Accreditation, necessary for the Olympic Games functions but not within the scope of the Dodgers' usual operation.

Selection criteria for the six teams originally planned for the tournament called for automatic berths for the defending world champion (Korea) and the host country as well as one berth each for European and Asian entries and two for the Americas exclusive of the United States. Several alternates which had been selected as reserves against non-participation provided additional choices when the

tournament was increased to eight teams. When a final schedule was determined, the eight teams were divided into two groups for divisional round-robin play. Two games were played each day with the top two teams in each division after round-robin play advancing into semi-final games. Japan outscored the United States, 6-3, in the championship game, while Chinese Taipei shut out Korea, 3-0, for third place.

Field of play

Utilizing one of the world's finest and most beautiful baseball stadiums meant the LAOOC had very little construction work to do at Dodger Stadium. LAOOC Look items decorated the stadium and two existing locker rooms were modified to accommodate four teams a day, but the field of play needed no alterations. The Dodgers supplied any competition equipment needed with the exception of game balls, which were supplied by Rawlings Sporting Goods. One hundred and fifty dozen baseballs with the *Star in Motion* printed on them were provided, with one-half used at the training sites and the other half at the competition site. Rawlings also set up an equipment repair facility at Dodger Stadium during the Games.

Two training sites were made available to the eight teams and proved adequate for all training needs. One diamond was available at West Los Angeles College, seven miles (12 kilometers) from the UCLA Village. A second diamond was available at Stengel Field, 11 miles (18 kilometers) from the USC Village. Each team was allocated two-and-one-half hours of training time each day but generally was able to get three hours if needed. To prevent long delays between games, teams playing in the second half of each day's doubleheader were allowed 60 minutes of batting practice at Stengel Field before traveling the short distance to Dodger Stadium for competition. Each team was given 10 minutes of infield practice on the competition field just prior to game time. Teams competing in the first game of the doubleheader each received 50 minutes of batting practice at Dodger Stadium. The ground crew then groomed the field for 10 minutes before each team received 10 additional minutes of batting practice.

Sports administration and competition management

The Dodger organization employees were already experts at running a large-scale baseball event so one of the LAOOC's primary tasks was supplementing the Dodger services with access control, language services, medical services, protocol,



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security, technology, transportation and some venue management personnel. Another priority was orienting the Dodger organization to LAOOC policy. In 1983, the Dodgers assigned their ticket and marketing manager the responsibility of coordinating day-to-day Olympic planning with the LAOOC. During the Games he served as competition director. The LAOOC named its own commissioner for baseball, but he worked closely with the Dodger organization.

Most LAOOC-provided services were housed in tents and trailers in one of the stadium parking lots. Material Logistics, AINBA, venue operations, a post office and some novelty stands utilized trailers, while tents were set up for staff entry, language services, athlete check in and public information. Other LAOOC service departments utilized existing Dodger office space.

While the LAOOC provided technology and a results distribution service, the regular Dodger statistical crew worked all the Olympic games and produced a quick, unofficial box score, game notes, tournament statistics, notes and quotes and an inning-by-inning play-by-play at the end of each game. The LAOOC's results management team provided start lists and the official box scores.

Sell-outs occurred the last two days of Olympic competition while spectator attendance averaged 48,000 for the eight days of the tournament. Parking was available for 16,000 automobiles on 21 terraced lots surrounding the stadium. All spectator services were provided by the Dodgers. To promote the sale of tickets, the Dodgers mailed information to their regular season ticket holders and received about 20,000 positive responses for Olympic series tickets.

32 The victorious Japanese team is presented with their medals by IOC President Juan Antonio Samaranch and applauded by LAOOC President Peter V. Ueberroth.

Sports Administration and Competition Management

LAOOC Baseball staff totals

Access Control	22
Concessions	1
Finance	1
Food Services	6
Internal Audit	3
Language Services	6
Material Logistics	1
Medical Services	19
Press Operations	9
Protocol	18
Security	1
Youth Services	2
Technology	13
Telecommunications	11
Ticketing	3
Transportation	21
Television/Film	1
Venue Management	11
Totals	149*

*Totals were supplemented in some case by outside contractors and in other cases by Dodger staff members.

Summary

Despite its exhibition status, baseball was popular with Olympic spectators as daily crowds averaged 48,000 and gave baseball the third highest attendance figures at the 1984 Games. But the sport may never have been a part of the Games at all without the diligent efforts of the Los Angeles Dodger organization, LAOOC management and AINBA officials.

Stadium management during the Games was provided by the Dodgers with the LAOOC supplementing the venue staff with certain service

departments. Experienced Dodger ushers, ticket takers, media services personnel, maintenance crews, concessionaires and others contributed to a smoothly-run venue operation. It should be noted that cooperation between the LAOOC and the Dodgers was extremely important to the success of the tournament. In any case, where the site owner provides such extensive management and staffing for an Olympic venue, great attention should be paid to the sharing of information and policies.

Dodger Stadium is a world-class facility and was ready-made for Olympic baseball. The tremendous turn-out of spectators for the latter part of the eight-day event indicated that even a stadium with a greater seating capacity than the Dodgers' may well have been filled.



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33 Huge crowds turn out to view the baseball games at Dodger Stadium.



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30.09.4 Basketball

An extremely short move in schedule created a tremendous challenge for the basketball venue staff. Fortunately for the LAOOC, the existing facilities at The Forum in Inglewood were well-suited for Olympic basketball competition and very little construction took place other than installation of the Olympic basketball court, decoration of the arena and creation of office space for venue personnel.

Because The Forum management had previously scheduled other events in the multi-purpose facility, the LAOOC was not able to officially move into The Forum until 0800 on 16 July. Since the Olympic villages had opened on 14 July, venue management had to rush to prepare the arena not only for the competition which began on 29 July but also for a full practice schedule which began 23 July.

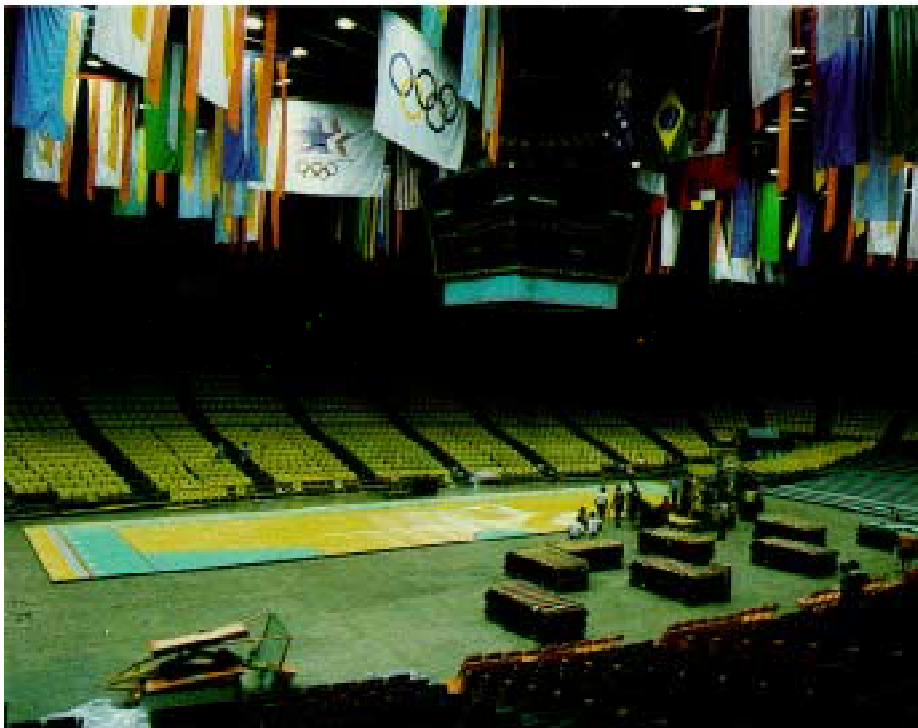
Planning for the basketball competition began 30 April 1980 when the LAOOC signed an agreement in principle with California Sports, Inc., owner of The Forum, though the final contract was not signed until July 1984. The agreement was the LAOOC's first site arrangement and the basic cost-recovery format set the framework for many of the LAOOC's negotiations with venue owners (including training sites). The LAOOC did not want venue owners to lose money so revenue from services like parking and concessions were often shared, but negotiations varied from venue to venue. At some sites, the LAOOC improved facilities to help cover the cost of rent.

In spite of a short move in schedule, a successful Olympic basketball tournament was held, involving 18 teams (12 men's and 6 women's) in 63 games. For the first time in history, men's and women's teams from the same country took the gold medals. The United States women got by Korea, 85-55, in the final game while China captured the bronze medal, beating Canada, 63-57. Korea's Hwa-Soon Kim accumulated 101 points in 16 games to lead all individual women's scorers, while Cheryl Miller had 99 points for the U.S. squad. In men's action, the United States defeated Spain 96-65 for the gold while Yugoslavia beat Canada 88-82 for third place. Egypt's Mohamed Soliman took scoring honors with 179 points in seven games, averaging 25.6 points per game.

34 *The Forum provides a colorful backdrop for the basketball competition.*



35



36

35 Australia defeated the Federal Republic of Germany, 83-78 in the final for 7th place in the men's basketball tournament.

36 The specially-made basketball court for the Games is installed in sections.

Field of play

One of the LAOOC's first responsibilities upon move-in was the installation of a playing court made to Federation Internationale de Basketball Amateur (FIBA) specifications, which was loaned to the Organizing Committee by the Horner Flooring Company of the United States. Although The Forum owns a basketball court that the Los Angeles Lakers, a professional basketball team, play on, court size and striping specifications required by FIBA caused the LAOOC to seek another floor. The 37,800-pound Hornerfloor was delivered to an LAOOC warehouse prior to the Games in 210 four-foot by eight-foot sections. The Forum work crew spent one working day installing the court which was 60 feet by 112 feet (18.29 meters by 34.14 meters) in total size. The playing surface measured 15 meters by 28 meters (49 feet two-and-one-half inches by 91 feet 10-and-one-half inches) A large *Star in Motion* and the Olympic rings were painted on the court. Two hundred basketballs were provided by the Molten Corporation of Japan; 100 were used at The Forum and 20 were used at each training site. Rims made by the Porter Equipment Company of Chicago, Illinois, were installed at The Forum and at the five training sites. Some existing equipment at The Forum, like Porter glass backboards and standards and the scoreboard and scoring tables, was used by the LAOOC as a part of its arrangement with California Sports. Even though practices in The Forum did not begin until 23 July, training schedules at five local secondary schools began 14 July 1984. Each team was assigned one two-hour practice session per day through 27 July. Additional training sessions were granted subject to availability. From 23-27 July each team was assigned one two-hour practice session at the competition site. Training on 28 July involved only those teams scheduled to compete the next day. After 28 July, teams were able to request one or two-hour practice sessions through village sports information office computers. No shower facilities were made available at any of the training sites, including The Forum, although four Forum locker rooms were utilized during competition. Basketballs and all other necessary equipment, including medical training supplies, were available at each site. Each was staffed with a site director, a team attendant, a

clerk and a certified athletic trainer. Two training sites were assigned to teams staying at the USC Village, two assigned to teams at the UCLA Village and one, located between the two villages, to teams from both villages.

Training sites	Distance from USC/UCLA Village
Birmingham High School	12 miles (20 km) from UCLA
Dorsey High School	3 miles (5 km) from USC 8 miles (13 km) from UCLA
Garfield High School	10 miles (16 km) from USC
University High School	5 miles (8 km) from UCLA
Wilson High School	8 miles (13 km) from USC
The Forum	10 miles (16 km) from USC 13 miles (21 km) from UCLA

Sports administration and competition management

Because the LAOOC was utilizing an existing facility, it had to improvise to provide adequate office space. The Laker warehouse in The Forum had to be quickly emptied of such items as the Laker basketball floor and an indoor track and tennis courts, all of which had to be moved to a remote warehouse. Temporary office space for venue management was thus created in the 28-foot by 80-foot warehouse. Telephone lines and electrical hookups had to be installed and office equipment moved in. Some existing office space within The Forum was utilized for sports medicine, Olympic Family services, security and the commissioners' office. A 2,500-square-foot storage area under the arena stands was converted into a press sub-center. Local media used the existing press room as a second sub-center because many of them already had permanent phone lines installed there. To accommodate FIBA officials, two trailers were installed in The Forum parking lot. Other temporary outdoor structures such as tents and fencing served a variety of needs, including areas for accreditation, transportation, trash storage, food service and public information.

After working overtime to settle into The Forum, the venue staff faced a demanding competition schedule with six games played each day from 29 July through 5 August. The first game of the day started at 0900 while the last game was scheduled at 2200. Men's quarter-final games were played on 6 August and women's medal games were held 7 August. Four more men's games were played on 8 August, three on 9 August, including the bronze medal game; and the gold medal game and two consolation

games were played 10 August. Immediately after the grueling schedule was finished, the Olympic floor had to be removed and venue staff moved from their offices to make room for the Olympic handball finals which were played in The Forum on 11 August. The LAOOC had to be out of the venue by 15 August.

Competition days were divided into three working shifts for most of the venue personnel, meaning most staff and volunteers worked two games each day. Some upper management staff worked shifts of three games per day and a few worked the entire day. The LAOOC work force of 659 volunteers and paid staff was supplemented by The Forum ticket takers, ushers and concession personnel who were already familiar with operations at the arena.

Three statistical crews were utilized on a rotating basis to provide immediate statistics following each game. Once that information was provided in the form of a handwritten box score, it was copied and quickly distributed to the media. Then, within 10 to 15 minutes, the LAOOC's results management team produced a final

box score by encoding the information into the results system for further distribution. First and second half play-by-play summaries and game results were also included in the final results package. At the end of each afternoon and evening session, members of the statistical crew updated individual scoring leaders and team statistics with the aid of a small computer. That information, along with pool and team standings, was then sent to the results management team for encoding and distribution. The 10-member statistical crews were composed of the following positions: crew chief; shot and free throw recorder; caller; rebound and foul recorder; three recorders for assists, turnovers, blocked shots, steals and minutes; play-by-play typist; caller for play-by-play and one alternate per shift.

The statistical crew sat at floor level, opposite the official scorer's table and team benches. Seated at the officials' table were the public address announcer, the 30-second clock operator, two FIBA delegates, the scoreboard operator, the timer, the official scorer and an assistant scorer.

Event crews of eight people each worked shifts of two games a day and performed such tasks as escorting competing teams, servicing teams at their benches and providing locker-room and equipment-room services. Ballgirls and ballboys (minimum age 12 years) worked each game in groups

of six. Competing teams were allowed a 20-minute warm-up period prior to each game. Game officials were selected from a pool of 28 by the federation and each official worked no more than one game per day.

LAOOC/Basketball staff totals

Access Control	83
Competition	122
Concession	2
Finance	14
Food Services	11
Health Services	54
Internal Audit	2
Language Services	12
Material Logistics	8
Press Operations	68
Protocol	45
Public Information	4
Security	2
Ushers	62
Technology	40
Telecommunications	27
Ticketing	17
Transportation	45
TV/Film	2
Venue Management	17
Total	637*

*Does not include contract staff (concessions, security, maintenance, ushers, construction).

Summary

The Forum proved an excellent choice for Olympic basketball. Its reputation as world-class basketball facility is well known and it was able to provide seating for more than 17,000 spectators, media and Olympic Family. The LAOOC had to provide its own playing court but was able to easily adapt most of its other venue needs to existing facility space and services. The Forum employees, who already had a working knowledge of the arena, served as ticket takers and ushers as part of the California Sports agreement. Adequate parking within walking distance was available for spectators and staff and the site was relatively close to both athlete villages (10 miles from USC and 13 miles from UCLA).

The basketball venue staff overcame a very late move-in date (16 July) to prepare the venue for training which began there on 23 July and competition which began on 29 July. But outside of installing the 37,800-pound wooden basketball floor, construction needs were few.

Once competition began, six games were played each day until 5 August. Most of the venue staff worked two-game shifts while upper-level management worked either three games or the whole day. It was a hectic schedule but the LAOOC staff of 659 ran a first-rate tournament which attracted 363,093 spectators in 13 days.



37 The USA men's team on the way to a 104-68 victory over Uruguay in preliminary pool play.



30.09.5 Boxing

Olympic boxing in 1984 had many firsts. A super-heavyweight category was added to the schedule and the mandatory use of 10-ounce headguards was introduced. Two different glove weights were used for the first time in the Olympics. Boxers in the 67-kilogram-and-under weight classes used eight-ounce gloves while boxers weighing more than 67 kilograms fought with 10-ounce gloves. Mandatory replacement of mouthguards during rounds was a first in 1984 as was the use of an instantaneous video review process for protests. For the first time, a jury system of overruling the judges in 3-2 decisions was used.

The 13 days of boxing competition took place at the Los Angeles Memorial Sports Arena, well known for its championship boxing events. The Sports Arena, along with the Los Angeles Memorial Coliseum, was located in Exposition Park. The athlete village at the University of Southern California (USC) was a short walk away. Although the Coliseum was adjacent to the Sports Arena, only a few services such as staff transportation, Olympic Family services, some press facilities and spectator parking were shared between the two venues. Use of the Sports Arena for the staging of athletes and performers during the Opening and Closing Ceremonies called for cooperation between personnel from both venues.

Three hundred fifty-six athletes from a record 82 nations fought 345 bouts during the Games. The average length of a bout was 15 minutes and nearly 50 percent of the bouts were decided 5-0 by the judges. Eleven decisions were overturned by the jury. The following is a list of gold medal winners in their respective weight classes: 48 kg, Paul Gonzales (USA); 51 kg, Steven McCrory (USA); 54 kg, Maurizio Stecca (ITA); 57 kg, Meldrick Taylor (USA); 61 kg, Pernell Whitaker (USA); 63.5 kg, Jerry Page (USA); 67 kg, Mark Breland (USA); 71 kg, Frank Tate (USA); 75 kg, Joon-Sup Shin (KOR); 81 kg, Anton Josipovic (YUG); 91 kg, Henry Tillman (USA); 91+ kg, Tyrell Biggs (USA). The United States won a record nine gold medals. However, the absence of a strong Cuban team because of the boycott was significantly felt.

Field of play

The Everlast Sporting Goods Manufacturing Co. Ltd. of the Bronx, New York, supplied all of the boxing equipment used at the venue and training site, including the specially designed 26-foot by 26-foot competition ring. The ring had some new features, including increased corner pads, swing-away seats for the corners and a special apron with the Star in Motion painted on it. Though the concept of swing-away seats was not new since they are required in international amateur bouts, the Everlast design was new, preventing the seats from accidentally swinging into the ring during a round. The boxing surface (under the apron) was made of a special protective insulate foam. Inside the ropes, the ring measured the standard 20 feet by 20 feet but Everlast added an extra foot to the usual two-foot-wide outer edge as a safety factor. This caused some confusion initially because the host broadcaster had allowed for a total ring size of 24 feet by 24 feet. Everlast provided a trained supervisor who set up much of the ring himself in a day-and-a-half. Three additional Everlast technicians helped coordinate equipment needs between the competition and training sites.

Everlast also provided the following equipment:

Training site

- 40 pairs of 12-ounce boxing gloves
- 100 pairs of 14-ounce boxing gloves
- 80 pairs of 16-ounce boxing gloves
- 56 training headgear
- 16 heavy bags
- 14 double ended bags
- 16 light bags and platforms
- 150 jumping ropes
- 60 protective cups
- 104 pairs training mitts
- 100 pairs of bag gloves
- 400 pairs of hand wraps
- 50 mouthpieces
- 26 stools
- 400 pairs of shoes
- 30 buckets
- 13 timers
- 12 whistles
- 13 boxing rings (20 ft by 20 ft)

Competition site

- 90 competition headgear
- 120 pairs 8-ounce competition gloves
- 80 pairs of 10-ounce competition gloves
- 350 mouthpieces
- 288 trunks
- 20 buckets

More equipment items came from local suppliers. These included 400 water bottles, four stopwatches, two drying racks and 13 mirrors for the training site, 140 rolls of one-inch adhesive tape and 1,000 rolls of gauze wrap.

Quantities of most of the equipment were sufficient. However, Everlast supplied more than enough shoes to outfit all the boxers and nearly enough trunks for all the boxers. Many boxers elected not to use the shoes and trunks that were provided so there was a surplus of these items.

The boxing training site was set up at Alexander Hamilton High School, five miles (eight kilometers) from the UCLA Village and seven miles (11 kilometers) from the USC Village. The 13 private training areas were separated by curtains and each included a 20-foot by 20-foot ring, light and heavy bags and double-connected bags. Additional conditioning equipment and scales, mirrors, jump ropes, a sauna and a running track were available at the site. If requested, headgear, gloves, shorts and shoes were also provided to the boxers at the training site. No training took place at the competition ring.

For the first time in an Olympic Games, a digital read-out of the boxer's weight was produced and attached to his medical card during the initial and daily weigh-ins. Broadcasters were also provided with a copy of the weight read-out, giving them exact weights for the first time, rather than just a

confirmation of a boxer's weight class. This was especially beneficial for identifying a boxer's exact weight in the new 91 kilogram-plus (super-heavyweight) class.

After the weigh-in, boxers were offered fruit and beverages at a special athlete lounge. Youths from amateur boxing groups in the Southern California area assisted at the team rest areas, helped during the gloving procedure and acted as escorts for each team. Each team was provided with its own eight-foot by ten-foot rest cubicle with a cot and chair in each.

When boxers were ready to enter the competition ring, they walked through a 120-foot public area between the preparation area and the ring. Once a fight was concluded, boxers again had to walk through a public area to get to the press interview room.

Sports administration and competition management

Existing rooms at the Sports Arena provided the LAOOC with all the office space it needed. Although the arena was very close to the Coliseum, only a few staff and services were shared. The entire boxing staff did face a unique sharing situation when athletes and performers for the Opening and Closing Ceremonies were staged inside the arena. Boxing venue staff provided many support services for these groups, including food service and maintenance. This was a challenge for the staff, especially after Opening

39 Rings such as this are used for training at Hamilton High school.



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Ceremonies, because boxing competition began the next morning. An outdoor Olympic Family lounge served both athletics and boxing but a lack of communication regarding which accredited officials should be allowed inside took several days to resolve.

On the competition side, a small computer aided officials in a number of areas. A program was written to allow the competition draw to be done on the computer. The result was a quick, efficient draw. The computer also assisted in producing the round-by-round point summaries. New scoring forms were designed by the LAOOC for use in conjunction with the computer. Once a bout was concluded, the Jury de Appeal provided official certification of the bout. Then, the scoring jury, made up of three Association Internationale de Boxe Amateur (AIBA) officials, added up the points. An announcer's sheet was prepared and results announced in English, French and Spanish before the competition director prepared a summary tally form. This was given to a scoreboard operator and an electronic scoreboard flashed the final points total. The computer operator then input a round-by-round point summary. Results management personnel sitting with the computer operator instantly received the summary for copying and distribution.

The participation by Ernst & Whinney, the results management team, in two Sports Arena boxing events prior to the Games was a key factor in the smooth operation of the results systems during the Olympics. A world challenge boxing event was held in early 1984 and the Southern California Junior Olympic Regional Boxing Championships were held in June 1984. Neither was an LAOOC-sponsored event but numerous LAOOC departments were involved and management of the Junior Olympic event came primarily from LAOOC boxing staffers. At the world challenge event, technical delegates from AIBA approved the use of the computer for the draw and Toledo Scales for the weigh-in. At the Junior Olympic competition, transportation, food services, access control, medical and security procedures were rehearsed. Final rehearsals of the draw, weigh-in, opening and award ceremonies and competition helped many LAOOC volunteers gain valuable experience and contributed to the success of the boxing venue.

A five-member jury was used for the first time in 1984 to decide bouts where the judges' score was 3-2. This jury was separate from the Jury de Appeal and scoring jury. The five-member jury voted on every contest

but its decision was only used when the judges voted 3-2. If the jury voted 5-0 or 4-1 in favor of the boxer whom the judges had deemed the loser, the decision was overturned and the jury's score (5-0 or 4-1) became the decision of record.

A new video tape review process provided the protest committee with an instant review of competition for the first time in an Olympic Games. All bouts were recorded and tapes were indexed and made available to teams for review. Thirteen official protests were lodged by teams but none were upheld.

A boxing operations center was developed to improve communication throughout the venue. Staff needing to communicate quickly with other staff members on different radio frequencies or without radios could contact the boxing operations center for help. A situation board was maintained, showing the location and nature of significant events and the location of key personnel. This internal communications center was planned in advance and was not part of the telecommunications center which handled calls coming into or going out of the venue.

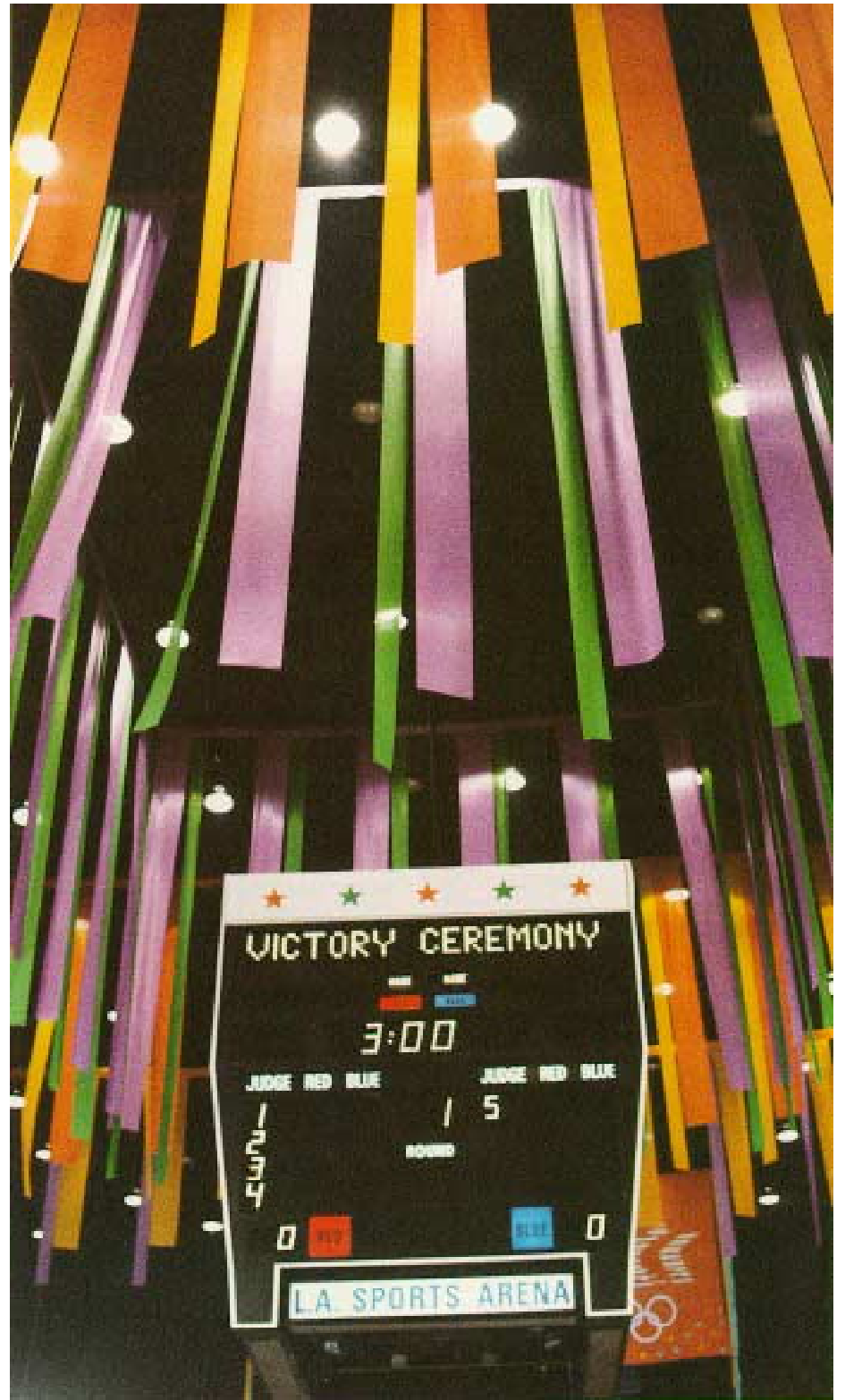
LAOOC/Boxing staff totals

Access Control	78
Community Relations	2
Competition	144
Concessions	3
Finance	11
Food Service	12
Internal Audit	2
Language Services	19
Material Logistics	5
Medical Services	43
Press Operations	30
Protocol	31
Security	2
Spectator Services	224
Technology	83
Ticketing	11
Transportation	3
Television/Film	2
Venue Management	32
Youth Involvement	1
Totals	738*

*Totals do not include contracted staff.

Summary

The choice of the Los Angeles Memorial Sports Arena was an excellent one for the boxing venue. Boxing proved to be an extremely popular spectator sport for the 1984 Games, attracting more than 230,000 spectators over the 13 days of the event. A capacity crowd of 16,353 was in attendance for the finals on 11 August. Boxing spectators witnessed 345 bouts and saw many features new to the Olympics, including the addition of the super-heavyweight category. Headguards were mandatory for the first time and the LAOOC provided these and a



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number of other equipment needs such as gloves, trunks and shoes at no cost to the participants.

An instantaneous video review service was well received as was a new digital weigh-in procedure. A computer-aided draw provided instant information and worked extremely well.

For the athletes, a training site with 13 private training rings and a variety of equipment services gave the competitors everything they needed to prepare for Olympic competition.

40 Colorful banners decorate the Sports Arena utilizing the Festive Federalism color palette.

47 The LAOOC converts Lake Casitas from a recreational boating and fishing area to the site of canoeing and rowing.

42 The Jet Float bridge used by athletes moving between athlete area and the spectating area at Lake Casitas.



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**30.09.6
Canoeing/Rowing**

Scenic Lake Casitas provided the LAOOC with nearly everything it was looking for in an Olympic rowing and canoeing venue, but it took an exhaustive search as the Organizing Committee members analyzed more than 60 sites in an 800-mile radius of Los Angeles before Casitas was named the Olympic site in June 1981. The search epitomized the LAOOC's intention to use existing sites rather than build new ones. Many past Olympic race courses had been built at great cost on artificial bodies of water, often creating favored lanes, limiting training areas, causing traffic pattern problems and limiting scheduling flexibility. The open water at Lake Casitas eliminated the problem of favored lanes. Lake Casitas also provided three times the water surface of any previous rowing and canoeing venue, allowing a 2,000-meter race course, a 2,000-meter training course with two 45-meter-wide lanes and a 1,000-meter training course with two 45-meter-wide lanes. Mid-day wind on

the lake necessitated early morning training and competition schedules, but the two training courses provided training areas during the rowing and canoeing competitions.

The 1984 Games marked the first time since 1964 that a lake was used for the canoeing competition and the first time since 1960 for rowing. The race course stretched west to east on the northern shore of the lake and was designed specifically so that the course could quickly be converted during the Games from an eight-lane rowing course (six racing and two auxiliary lanes) to an 11-lane canoeing course (nine racing and two auxiliary lanes). The lake measures 1,080 hectares (2,669 acres) in area and is situated in a 2,713 hectares (6,700 acre) park. While more than one-fourth of the lake's usable surface was devoted to the LAOOC's competition and training courses, much of the lake was left to the public for recreational uses while the Games were taking place.



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While Lake Casitas gave the LAOOC plenty of water surface, no race course or spectator facilities had ever existed at the site. The LAOOC was charged with creating temporary facilities at an environmentally sensitive site and then restoring the lake and shoreline to its original state. In addition to its recreational uses, the lake serves as a reservoir and no impact on water quality for human consumption could result from Olympic events. This meant the LAOOC had to pay close attention to every construction and operational detail. For example, water runoff from the boat wash-down area and showers could not be allowed to reach the lake.

Because Lake Casitas was 85 miles (136 kilometers) from the USC Village and 70 miles (112 kilometers) from the UCLA Village, a satellite village was established 30 miles (48 kilometers) from the lake at the University of California, Santa Barbara (UCSB). The

UCSB Village offered the nearly 1,000 rowing and canoeing participants the same services as USC and UCLA (see Chapter 15, Housing of Olympic Athletes and Team Officials). A day village was constructed at the venue and was met with great success because it provided the athletes with a secluded area to relax and eat during training and racing days at the lake.

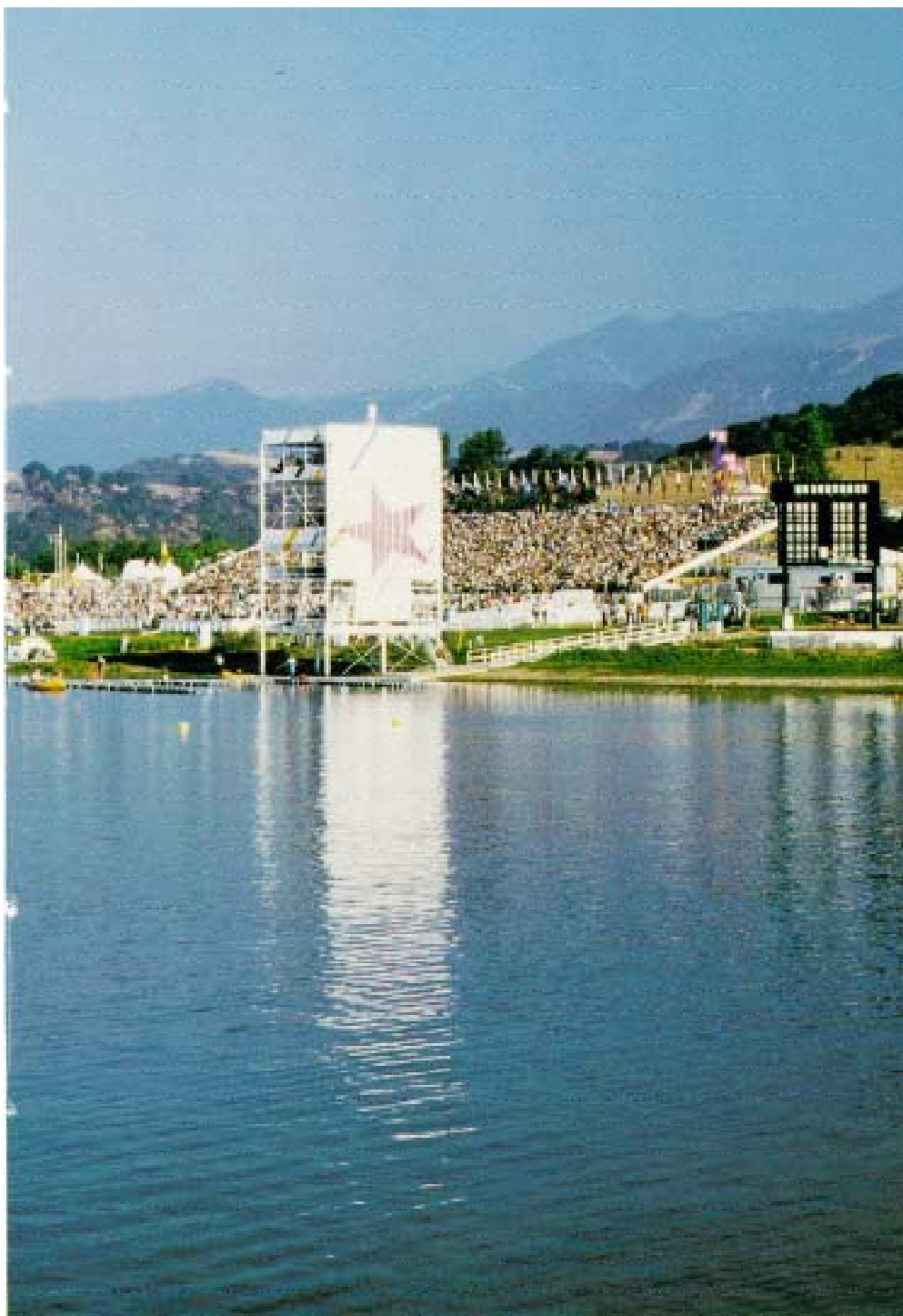
Rowing

Eight 2,000-meter men's events and six 1,000-meter women's events made up the 1984 Olympic rowing regatta, with elimination heats beginning 30 July. Three days of finals began 3 August after two days of elimination heats and two days of repechage. Each rowing lane was 13.5 meters wide

(44.29 feet) and 2,000 meters (1.24 miles) long. Buoys were set every 10 meters while distance markers were set every 250 meters. Women's gold medal winners were as follows: Valeria Racila (ROM), single sculls, 3:40.68; Romania, double sculls, 3:26.75; Romania, pair-oars without coxswain, 3:32.60; Romania, quadruple sculls with coxswain, 3:14.11; and the United States, eight-oars with coxswain, 2:59.80. Men's gold medal winners in the eight rowing events were as follows: Pertti Karppinen (FIN), single sculls, 7:00.24; United States, double sculls, 6:36.87; Romania, pair-oars without coxswain, 6:45.39; Italy, pair-oars with coxswain, 7:05.99; Federal Republic of Germany, quadruple sculls without coxswain, 5:57.55; New Zealand, four-oars without coxswain, 6:03.48; Great Britain, four-oars with coxswain, 6:20.28; and Canada, eight-oars with coxswain, 5:41.32.

Canoeing

For the first time in women's Olympic canoeing competition, a kayak fours race was included but only eight teams were entered. The three events for women were all 500 meters. For men, five 1,000-meter events and four 500-meter events were held. Canoeing competition began the day after rowing finished so the 2,000-meter six-lane rowing race course had to be transformed into a 1,000-meter nine-lane canoeing course overnight. The canoeing lanes were nine meters (29.5 feet) wide and either 500 meters (546.8 yards) long or 1,000 meters (1,093.6 yards) long, depending upon the event. Distance markers were provided every



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43 A natural lake is the setting for Olympic canoeing/rowing competitions in 1984.

44 The multi-level finish and timing tower at Lake Casitas.

45 A close-up view of the composition of the Jet Float bridge.

250 meters. Heats and repechage were held 6-7 August, with semi-finals on 8-9 August and finals on 10-11 August. Women's gold medal winners were as follows: Agneta Andersson (SWE), kayak singles (K-1), 1:58.72; Sweden, kayak pairs (K-2), 1:45.25; and Romania, kayak fours (K-4), 1:38.34. The gold medal winners for men in the canoeing and kayaking events were as follows: Ian Ferguson (NZL), kayak singles (K-1), 1:47.84; New Zealand, kayak pairs (K-2), 1:34.21; Larry Cain (CAN), Canadian singles (C-1), 500 meters, 1:57.01; Yugoslavia, Canadian pairs (C-2), 500 meters, 1:43.67; Alan Thompson (NZL), K-1, 1,000 meters, 3:45.73; Canada, K-2, 1,000 meters, 3:24.22; New Zealand, K-4, 1,000 meters, 3:02.28; Ulrich Eicke (FRG), C-1, 1,000 meters, 4:06.32; and Romania, C-2, 1,000 meters, 3:40.60.

Field of play

Nothing could have helped LAOOC rowing and canoeing planners more than a pre-Olympic dress rehearsal. The Foster Farms Lake Casitas International Regatta on 22-25 September 1983 attracted more than 400 athletes from 26 nations for 12 canoeing and eight rowing events, the largest regatta ever held for rowing or canoeing in the United States. Besides proving that Lake Casitas would serve well as the Olympic rowing and canoeing venue, the regatta highlighted LAOOC construction needs and oriented staff and volunteers to the venue. Staff received critical training in boat launching and retrieval. Some of

the construction that was done for the 1983 event was left intact for 1984. This included grading, irrigation and landscaping, and some portions of the finish tower, ramps and course. The LAOOC rented reusable portions of the course, such as lane cables, buoys and start platforms from Kayak Specialties Inc., and purchased other materials such as the cross lateral cables for underwater course construction. The rowing course was designed and engineered by the rowing commissioner and adapted for use as a canoeing course. He also did the master planning for the entire venue facility. Kayak Specialties Inc. did much of the course installation, using pneumatic hammers to drive more than 100 arrowhead anchors into the lake bottom to hold 35 miles of underwater steel cable in place. An uneven lake bottom and some soil problems created a challenge for divers who had

Sports Administration and Competition Management

to work at depths of up to 100 feet to install the anchors. The anchors were left in place after the 1983 event, but the starting bridges, underwater cables, lane buoys and most of the platforms were stored locally until the Games. Three ramps were left in place from the 1983 event and two more were added for the Games. The ramps to the docks were eight-foot-wide wooden units varying in length that were mounted on steel piles to provide a bridge from land to water. Hand railings were mounted on each unit. Hinged to these units were several eight-foot by 12-foot wooden units with varying thicknesses of foam for flotation. At the end of the last unit, modular Jet Float units made of high density polyethylene were attached. The 19.75-inch by 19.75-inch Jet Float units were joined at their four corners with a removable slotted pin. During the Games, Jet Float was used for all athletes' docks, the floating bridge that connected the athlete and spectator areas, the host broadcaster's dock, the support craft dock and the awards platform. The Jet Float material, made by the Jet Float company of Canada, was made in a special gray color to eliminate heat on the surface and was specially embossed with the LAOOC *Star in Motion* on each unit.

Much of the work on the judges' (finish) tower was completed for the 1983 event. The tower was set on steel piles 60 feet off shore in line with the finish line. A modular steel scaffold structure with plywood decks was used to create a four-story, 48-foot-high

structure. Steel angle braces and beams stabilized the tower to keep it from swaying in the wind. Chairs for the judges were anchored to prevent any movement when these officials were sighting the finish line during races. Swiss Timing, computer results operations, announcers and federation race officials were located in the tower.

Cables for the host broadcaster (ABC) and Swiss Timing were installed along with the underwater course cables. Floating telephone poles (40 feet long) were connected end-to-end and anchored as barriers (log booms) to keep fishermen away from the course cables and to protect the course from wake. The Albano (named for Rome's Lake Albano) system of horizontal and vertical cables and buoys was developed prior to the 1983 event for the race course. The course was easily changed from rowing to canoeing with the help of scuba divers. Two starting bridges eliminated any need for having to move one between the two start positions. Aligners' huts, ABC camera rafts, Swiss Timing rafts and other rafts were located at the 1,000-and 2,000-meter starting points and intermediate points along the race course.

Every effort was made to make the rowing and canoeing participants comfortable during their long training and competition days at Lake Casitas. On a hill overlooking the course and spectator areas, a fully-secured day village was constructed, providing a small swimming pool, rest tents, an entertainment area, showers, sports medicine facilities, coaches' meeting tents and meal tents. Boat storage tents, five boat docks and repair

facilities were also situated there. A floating bridge constructed of Jet Float was installed between the day village and the spectator and venue management area because a small inlet and marsh separated the two. The Lake Casitas venue was one of only a few venues to provide complete meals (that were more than just box lunches) for the athletes. Breakfasts and lunches were provided daily at the lake. Initially, hot soups and stews supplemented the large, box lunch but lack of interest in these hot food items forced an alteration in the menu to include yogurt, cheeses, milk, juice, fresh fruits, croissants, sandwiches and soft drinks. The 20-foot-diameter circular pool that was built in the athlete area was extremely popular because of the hot, dry conditions at the lake and because no swimming or bathing was allowed in the lake. Shower facilities were built in tent structures with prefabricated panel walls on a concrete slab. Men and women were provided with separate community showers. All water at the site was stored or collected in 4,000 or 15,000 gallon tanks. This included water for fire fighting, shower supply and runoff, and water for the boat-washing area.

Rest areas for the athletes were provided at the day village in 43 tents (20-foot by 20-foot). Each was equipped with a locking storage compartment, a folding table, chairs and four to six cots. The tent floors were covered with an artificial turf

surface which could be swept or vacuumed each day. Each NOC was assigned to a tent, or tents, depending upon the size of the rowing and canoeing delegation. Some small teams shared tents with other teams. A 30-foot by 30-foot tent was initially set up to accommodate team leaders' meetings and later served as a press interview area. A team information kiosk was very popular with the athletes for distributing written information, announcements and messages to the teams through the use of message boards and mail boxes assigned to each NOC.

Boat repair was a key service to athletes in the day village. Two rowing boat builders, Stampfli and Empacher, did minor repairs and rigging and assisted with boat rental and transport. The LAOOC's larger boat repair shop was equipped with supplies and tools to make a variety of repairs on wood and plastic boats and oars. The staff assisted the smaller rowing teams with rigging and managed the rental of LAOOC-owned rowing shells. All services were free and most repairs were made before competition began. The shop was planned for rowing and canoeing, but LAOOC equipment specialists for canoeing, who required less extensive facilities, set up their own shop in one of the canoe tents. The LAOOC had purchased rowing shells, canoes and kayaks in order to attract teams to the 1983 regatta. The canoes and kayaks (90), made in Struer, Denmark, were available for rental or sale to teams during the Olympics and 35 boats were rented while 43 were sold. LAOOC canoeing officials thought they should have

46 Athlete at work in the boat repair area.



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ordered fewer K-4 and C-2 boats and more K-1s. Twenty rowing shells were available for rental during the Games and seven were rented. Twenty sweep blades and two pairs of sculls were loaned to NOCs.

The most significant problem affecting the planning of facilities and transport of boats to Lake Casitas was getting advance information from the NOCs. Only 25 percent of the NOCs returned a pre-Games questionnaire which asked for information on the number and category of boats the teams were bringing, arrival dates, method of shipment and any special handling requirements. The LAOOC was prepared to pick up boats at the Port of Entry whether they arrived on trailers, in crates or on racks, but with little or no information available as to when or how teams were arriving, the LAOOC had a difficult time coordinating delivery of equipment to the venue. The competition and material supply staff were persistent in their efforts to transport boats, however, and managed to carry out the operation through numerous trips to and from the Los Angeles airport. This task was made easier because of the use of a special canoe-kayak trailer provided by the local Ventura County canoe/kayak club.

Boat storage at the lake posed no problem. Located near the five launch docks in the athletes' day village, eight tents were used to store all boats. Rowing assignments were made as follows:

Rowing assignments

Tent 1	22 quads, 33 fours
Tent 2	15 eights
Tent 3	36 singles
Tents 4 and 5	20 doubles, 37 pairs

Three additional tents housed all canoes and kayaks. These tents had a total of 17 bays (20-foot by 40-foot) and each bay had a capacity of 14 to 16 boats. As rowing and canoeing equipment arrived, competition staff assigned and labeled racks for each national team. All boat racks were tubular, steel frames with foam covers on the arms. Oar racks were constructed so that the top was supported from the tent frame. Horizontal floor racks were built to hold oars in the eights tent. Canoe teams transported their own paddles between the village and the venue each day so paddle storage was not needed. Teams were provided with their own locking trunks to store tools and spare parts in the boat tents or in their rest tents. For rowing, a dockmaster with a staff of 95 was located in a tent near the boat docks and the tent became an information point for team officials and

athletes with questions about course traffic rules, competition rules and equipment problems. Duties of the dock staff included logging crews in and out as they launched, carrying oars and bagging shoes for the crews, cleaning docks and boat ramps and directing boat traffic. The boat tent staff assigned boats and oar racks, monitored activity in the boat tent area and cleaned the boat tents. A staff of 70 provided similar services for the canoeing competitors. In addition, 22 boatholders were available at the 1,000-meter and 500-meter starting positions for the canoeing competition.

Use of the five launch docks was specifically planned. Dock 1 was for rowing quads and fours, dock 2 was for eights and dock 3 for singles, pairs and doubles. Docks 4 and 5 were used for canoes and kayaks.

A course control tower was located at the highest point of the athletes' day village and was always staffed during operational hours (0500 to 1900). The entire water area and athlete area could be observed from this point and the tower became a key communication point, linking water operation with the athlete area. A course control manager was responsible for all activity on the water for rowing and canoeing. His staff of 25 launch drivers, all well trained coaches or athletes, drove the officials' launches, observed and directed boat traffic, assisted in rescues and transported coaches to observation platforms. The launch drivers used 15 Carib Dorries (work boats with 40 horsepower engines), five inflatable rescue boats (with 30 horsepower engines) and six nacra-hull catamaran-type boats for the umpires (with 25 horsepower engines). During training, four inflatable boats and up to seven Carib Dorries carrying drivers and emergency medical technicians were on the water. During competition, the medical technicians were positioned on the inflatable boats along the side of the course. The Dorries patrolled the other two training courses.

In accordance with Federation Internationale des Societes d'Aviron (FISA) regulations, the LAOOC provided eight volunteers to assist the FISA Control Commission in the weighing of the coxswains and boats and for the inspection of competitors prior to and following each race to ensure that crews had met the FISA regulations. The LAOOC volunteers encountered some problems with FISA officials because there was incomplete information regarding dock operations and Control Commission procedures. The International Canoe Federation (ICF) required that canoes and kayaks be weighed prior to competition and

again after each race. The LAOOC provided 10 volunteers to assist three ICF officials with weighing during competition and four volunteers for the pre-competition weighing. All canoe and kayak boat control was carried out to the complete satisfaction of the ICF.

From 14-29 July, all three courses were available for rowing and canoeing training and were open from 0600 to 1300 and again from 1600 to 1900 hours. During the competition period from 30 July until the end of the Games, all crews could practice on the race course until 30 minutes before the first race of the day and then could continue their normal training schedule 30 minutes following the last race. While competition was taking place, training was allowed on the two training courses. Most teams trained twice in the morning and the heaviest use of the course was between 0700 and 1000. Nearly every team was on the water during this time period for sessions averaging about 60 minutes each. The courses were relatively empty by 1045 but training increased again between 1100 and 1200, with several crews training until 1300 hours. About 10 to 15 percent of the rowers and up to 25 percent of the canoeists used the courses in the afternoon from 1630 until 1830 hours.

Sports administration and competition management

Except for sport-specific competition jobs, venue staff for rowing and canoeing were almost entirely shared. The management hierarchy varied slightly from that of other venues in that three commissioners were named to govern the two sports. In 1982, co-commissioners were named for canoeing and one commissioner was named for rowing. Eventually, the rowing commissioner was named as the lead commissioner at the venue and was given the responsibility for both the overall venue design and for the administration of the rowing competition. One canoeing co-commissioner directed all venue construction and the other was responsible for the canoeing competition. Each sport had its own competition director who reported to the rowing or canoeing commissioners. Both rowing and canoeing were represented in the pre-Games period by a single sports manager. During the Games, a single venue manager coordinated all venue needs and services.

The Lake Casitas venue was divided into three areas: the race course, the athletes' area and the spectator and venue management area. In this third area, federation and venue operations were set up in tents and trailers. FISA and ICF officials and their respective commissioners shared two 12-foot by 56-foot trailers located adjacent to the spectator seating area. Other trailers in the area housed the Venue Management, Technology, Results Operations,

Security, Construction, Materiel and Supply and Access Control departments and a press photo lab. Other departments such as Food Services, Olympic Family Services, Press Operations and Ticketing utilized tents.

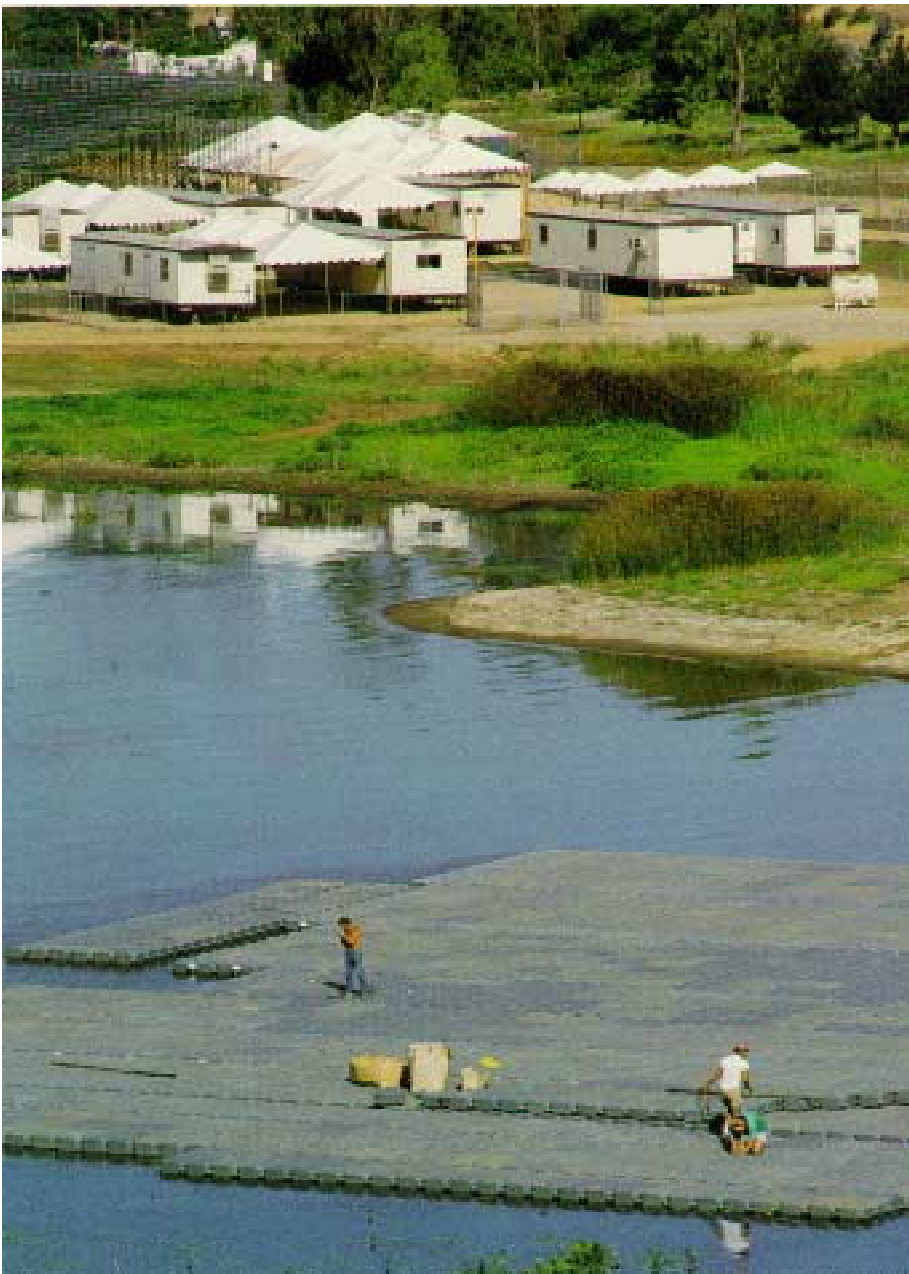
While most of the technology and results staff members worked in trailers on land, the results management team and Swiss Timing were also located in the finish tower, just off shore. Results information was produced there, but copying for distribution took place at the results trailer. At the beginning of each competition day, federation officials conducted a draw after registration to determine heat and lane assignments. An LAOOC volunteer then entered the information into a small computer and produced an unofficial start list. After it was approved by the federation, the results team entered the information into its own computer system to produce the official start list. After each race was concluded, Swiss Timing passed finish times and photos from the top floor of the finish tower down to federation officials on the floor below. The results management team then entered the split times and finish times into their computer to produce hard copy for copying and distribution.

The LAOOC computer was programmed to compute information for the next level of races, but the federations were reluctant to use the computer and chose to manually set up the draw for repechage and finals. For rowing, a private draw for the next level of races was done in the FISA trailer. That information was then given to the LAOOC computer operator to produce an unofficial start list. That list was then taken to the team leaders' meeting that was held at the end of each day. Later, after FISA approved the unofficial list, the results management team entered the new official start list. This operation was similar for canoeing, a draw for the next level of races took place at the team leaders' meeting instead of at the ICF trailer. Because some events had heats and repechage on the same day, the competition officials held a private draw and unofficial start lists were quickly produced by the LAOOC to speed the process. Overall, cooperation between the LAOOC and the two federations was excellent; races were run on a tight schedule and results were produced quickly and efficiently.

The LAOOC attempted to create a festive, fair-like atmosphere at the venue in an attempt to attract spectators for the early morning competition. The spectator area was decorated with colorful banners,



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47 Romanian athletes moving their shell toward the launching area.

48 The construction of the docking and launch areas requires substantial work in the days just prior to the opening of the villages.

kiosks and tents and contained much more than just the required necessities of bleachers, toilets, refreshment stands and first aid service. A large area adjacent to the refreshment and souvenir stands had 150 chairs at shaded tables, while lawn seating accommodated picnickers. Entertainment featuring jazz musicians, jugglers, magicians, mimes and bands began at 0530 each morning outside the park gates and was also provided up until race time inside the venue and again after competition was completed for the day. The entertainment program also helped alleviate traffic jams on the one road servicing the venue since many spectators delayed their departure to enjoy the entertainment and departed at various intervals after competition ended. Temporary grandstand seating for 4,680 was built and provided a good view of the finish. Twenty television monitors were set up in the spectator area to offer spectators the chance to watch portions of the race they could not see live. These monitors were set up under shade structures, but the shade was not enough to block the intense sun at the venue. Ten toilets for handicapped spectators using wheelchairs and 105 temporary toilet facilities and handwash facilities were provided in a shaded area for other spectators.

LAOOC/Rowing/Canoeing staff

Access Control	32
Competition	227
Concessions	2
Finance	5
Food Services	20
Internal Audit	1
Language Services	17
Maintenance	2
Material Logistics	4
Medical Services	56
Press Operations	35
Protocol	25
Public Information	6
Spectator Services	117
Technology	31
Telecommunications	24
Television/Film	1
Ticketing	4
Transportation	16
Venue Management	13
SVC	14
Totals	652

Summary

The LAOOC successfully created a festive and vivid atmosphere for spectators and athletes alike at Lake Casitas and at the same time recognized the special needs of the competing teams and of the environmentally sensitive site. The lake is a reservoir and public park and had never before hosted any kind of rowing or canoeing race. The LAOOC faced the challenge of building a race course, two training courses, a day village for the athletes, spectator facilities and venue management facilities, all on a temporary basis, and then successfully running two major international regattas in the 1983 pre-Olympic event and the 1984 Olympic Games. The site was then restored to its natural state when these competitions were over.

All venue services, including on-water race course control and officials' launches, were shared. Each sport had separate competition staff. The sharing of all other departments such as Food Services, Medical Services, venue management and Technology, worked extremely well.

Winds on the lake beginning between 1100 and 1200 necessitated morning competitions and training and spread the competitions out over 13 of the 14 days of the Games. But the size of the lake and the constant wind direction allowed the LAOOC to build two training courses which allowed canoeing athletes to train while rowing competition was taking place. Rowing competition ran from 30 July to 5 August and canoeing followed from 6-11 August. The 2,000-meter six-lane rowing course (with two auxiliary lanes) had to be converted to a 1,000-meter canoeing course with nine lanes (also with two auxiliary lanes) overnight. An Albano system of cables and buoys anchored to the bottom of the lake was set for the race course.

Because Lake Casitas is 85 miles from the USC Village and 70 miles from the UCLA Village, the LAOOC planned a village at the University of California, Santa Barbara, with the same services afforded to athletes at the other two villages. Air-conditioned buses shuttled the athletes between UCSB and the lake. A day village at the lake offered the athletes a quiet rest area where they could swim, eat or relax. Boat repair facilities and boat storage were also located at the lake adjacent to the day village.



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49 Bicycles provided by the LAOOC's official supplier, the Murray Ohio Manufacturing Company.

50 Individual road race action at Mission Viejo included motorcycle-mounted host broadcaster personnel (in red).



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30.09.7 Cycling

Two new events, a change from cycling's customary order of competition and an increase in the number of athletes allowed per team, provided some unique features for the 1984 Olympic cycling event. Traditionally, the order of events is the 100-kilometer team time trial followed by velodrome competition and then the individual road race. The LAOOC proposed reversing the order to provide the opportunity for increased live television coverage and to highlight the road race on the first day of overall Olympic competition 29 July. For the first time in the Olympic Games, an individual road race was conducted for women at the Olympic road course in Mission Viejo, California, and a 50-kilometer points race was added for the men. The increase in the number of competitors per nation in several events was approved after a number of countries announced in June they would not attend the Games. In the sprint, individual pursuit and the points race, the number of competitors allowed per team was increased to two. A fourth rider was added to both the men's and women's road races and an alternate was added to the 100-kilometer four-man teams.

The 79-kilometer women's individual road race began at 0930 on 29 July and a little over two hours later, the second gold medal of the 1984 Games was awarded (the first medal was awarded at shooting). The men's 190-kilometer individual road race began shortly after the women's race ended at the same 1 O-mile loop in Mission Viejo. An estimated 275,000 spectators looked on during both road races as 45 female athletes representing 16 nations and 137 male athletes representing 44 nations competed. A thrilling finish where the women's medal winners were separated by inches ended when Connie Carpenter-Phinney and Rebecca Twigg of the United States took the gold and silver, respectively, and Sandra Schumacher of the Federal Republic of Germany earned the bronze. All three were clocked at 2:11:14. Alexi Grewal of the United States won the men's road race in 4:59:57, with Steve Bauer of Canada second in the same time and Dag Otto Lauritzen of Norway third in 5:00:18.

The other Olympic road event was the men's 100-kilometer team time trial on

the Artesia Freeway near the velodrome. Auxiliary facilities at both road venues were constructed and torn down for one-day competitions. The team time trial on 5 August wrapped up the Olympic cycling competition. Italy won the gold in 1:58:28, with Switzerland second at 2:02:38 and the United States third at 2:02:46.

Events at the new Olympic Velodrome, built specifically for the Games at California State University at Dominguez Hills, were conducted 30 July through 3 August. The first world-class cycling track in the western United States, the velodrome was funded by the Southland Corporation and was constructed by Stolte Inc., a Los Angeles developer and contractor. Five events for men were held with the following gold medal results: 1000-meter time trial, Fredy Schmidtke (FRG) 1:06.10; individual sprint, Mark Gorski (USA); 4000-meter individual pursuit, Steve Hegg (USA), 4:39.35; individual points race, Roger Ilegems (BEL); and the 4000-meter team pursuit, Australia, 4:25.99. Attempts were made by the LAOOC to include women's sprint and pursuit events on the track, but the requests were denied by the International Olympic Committee.

Velodrome field of play

The Olympic Velodrome, which served as headquarters for all the 1984 Games cycling events, was dedicated in 1982 and has played host to a number of world-class cycling events. One of them, the 1983 Murray/7-Eleven International Cycling Invitational, was partially funded and completely managed by the LAOOC and proved a valuable learning experience for both the LAOOC paid staff and volunteers. Shortly after the 1983 event concluded, some concern was raised when approximately 30 hairline cracks in the concrete track were discovered. Most were vertically oriented and extended the full width of the track. No detriment to track rideability was associated with the cracks at the time, but it was necessary to determine the long-term effects of such a condition. Research conducted by Stolte Inc. concluded the situation to be the norm among chemically compensated concrete velodromes and not a unique problem. An epoxy injection system was incorporated to fill and seal the cracks. At the same time, it was determined that a grinding system would be employed to eliminate some of the bumps common to concrete-banked velodromes. Once the cracks were filled and the grinding completed, the entire track surface was coated with polyurethane to seal the concrete and afford the cyclists the fastest riding surface possible for a concrete track.

The Chemcomp concrete track in the open-air velodrome is 333.33 meters in circumference with a six-meter-wide riding surface. The gradient of the curves is 33 degrees and the straights are 9 degrees, allowing cyclists to attain speeds of up to 75 km/h.

On the track infield, 52 private 10-foot by 10-foot shaded team boxes provided athletes with a between-race holding area. Spectators and officials had an unobstructed view of the races since the boxes were sunk four feet into the ground. The athletes also were afforded a fenced area outside the velodrome with rest, eating and preparation facilities. An equipment repair tent offered lockable storage, several work benches, bike racks and an air compressor. Forty-five individual team tents each housed lockable storage bins, massage tables, folding cots, work benches, bike racks, water dispensers and chairs.

Technical assistance was provided by Campagnolo, U.S.A., and was based at the velodrome, but included support at the road races through a mobile unit. Campagnolo also offered technical support during training at the track and on the road. The LAOOC supplied air compressors while Campagnolo provided trained mechanics and a full range of spare parts and tools.

Training in the velodrome was available beginning 14 July but the training schedule was not heavily booked until five days prior to competition. Groups of up to 30 riders (four to six countries) were allowed one-and-one-half hour training segments per day between 0730 and 1930. Regular daily rotations were made to allow groups to train in different time segments on successive days. Training periods were also available before and after competition each day.

Mission Viejo

The Olympic road course in Mission Viejo, California, was a 15.85-kilometer asphalt loop with varying widths. The home stretch was 260 meters long and eight meters wide. Since the race course was located in a residential community on a public roadway, all spectator, venue management and athlete facilities were established on a temporary basis. Platforms were built for judges and commissaires, while temporary team meeting rooms, showers and toilets, and equipment repair and storage areas for the athletes were constructed in a four-day span. Sixty sets of cycling rollers for warm-up were set between team cabins. A banner and cables for timing devices and ABC cameras were strung across the road course at the start/finish line. The course was lined with 10,000 delineators (crowd barriers), 4,000 cones to separate bike lanes, 20 miles of yellow barrier tape for

spectator control and heavy-duty plastic bags stuffed with foam rubber to pad dangerous corners. Key intersections and team cabin eating areas were enclosed with plastic fence held in place by hay bales. During competition, 49 specific pedestrian crossings were controlled by course marshals and a 12-foot-wide emergency lane ran adjacent to the entire course. The course marshals blew whistles to announce the approach of riders or vehicles and 40 bullhorns were used by supervisors of key areas to communicate to spectators. Fifty team support cabins were situated just after the first turn on the right side of the course, along with technical support, sports medicine and language services cabins in the middle. Portions of peripheral roads were utilized as warm-up areas.

One official training day in Mission Viejo was conducted 26 July and was the only day the route was even partially closed to traffic. Sections of the course were closed and then reopened as the riders passed. Athletes were allowed to train on the course roads on other days but had to obey normal traffic laws. On the official training day, the LAOOC staff, including 1,000 course marshals, was on duty. Three other nearby road training areas



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51 The Velodrome at California State University at Dominguez Hills was one of only three sites newly-constructed for the Games.



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52 The results and scoring area at Mission Viejo.

were detailed in maps that were available to athletes as they arrived in Los Angeles. One of the areas was patrolled by LAOOC competition staff on motorcycles and had athlete refreshment stations, but was not heavily used by the athletes. LAOOC cycling officials felt they had difficulty getting informational materials to the athletes, since many teams were staying in the Mission Viejo area while others were split between the USC and UCLA Villages. The Olympic road course was 69 miles (110 kilometers) from UCLA, 53 miles (85 kilometers) from USC and 35 miles (58 kilometers) from the Olympic Velodrome.

On race day, both events started on time. Two law enforcement motorcycles and two competition motorcycles (1100 cubic centimeters) led off the race. Support vehicles included three commissaires cars, four technical support station wagons, one press car, one medical car and one LAOOC official car. Five ambulances were strategically located along the course and were replaced if needed. Two additional motorcycles were staged at the start/finish for use by the competition management to handle course management issues. Two motorcycles, specially prepared by the host broadcaster, ABC, carried camera equipment and cameramen and were permitted to ride with the race. Another ABC motorcycle occasionally brought a commentator on the course. After the morning race, some difficulty in awarding the women's medals occurred because the men's race was being staged at the same time.

A great aid to competition management was a set of plans which divided the course into 50 detailed segments. It helped the staff design the course, train staff and communicate with the Architecture and Construction Department.

Artesia Freeway

One of the cycling staff's biggest challenges was having less than one day to prepare and only one-and-a-half hours to tear down the course facilities for the 100-kilometer team time trial on the Artesia Freeway on 5 August. Twenty-five kilometers of heavily-used freeway had to be closed in both directions, though only the four eastbound lanes were utilized during the race. Raised reflector/warning dots were removed from the turn-around areas to permit smoothest possible conditions on the asphalt-concrete surface. Some preparatory staging of equipment for the course was done at off-ramp areas along the course. But the majority of move-in began after 0500 hours on race day. Move-in was completed at 0815, 15 minutes before the race began. The California Department of Transportation



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(CalTrans) and the California Highway Patrol decided the 20-minute task of closing the freeway could not begin until dawn. Construction needs were similar to that at Mission Viejo although the LAOOC had less time to perform the setup. The awards ceremonies concluded at 1210 and the LAOOC staff had until 1315 to clear the freeway for reopening, since CalTrans was anxious to reopen it for traffic to other Olympic events taking place in the area that day. The LAOOC's last piece of equipment rolled off the freeway at 1259, only 49 minutes after commencing tear down and 16 minutes before contract deadline.

A 1.3-kilometer stretch of highway adjacent to the freeway, as well as a section of the Artesia Freeway before the start/finish line, were available as warm-up areas. The only pre-event training available on the actual course was 22 July between 0900 and 1100 hours when a six-kilometer section of the competition course was opened to the cyclists. Two other special training opportunities on a freeway similar in surface and terrain were made available on 26 July and 2 August but both sessions were poorly attended.

Staging the race was difficult as most teams came to the area with several cars. The 27 teams of four that competed were staged on an on-ramp to the freeway. The start/finish line was adjacent to the turn-around point. Each team was provided with a support station wagon and driver, if requested.



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53 Cycling road and team time trial events require completely temporary facilities, which can be easily installed and removed.

54 California Highway Patrol officers assisting with the clearance of the Mission Viejo individual road race course.



55 Road racers on the course at Mission Viejo; note the crane which is used for host broadcaster television positions in the background.

56 A team support vehicle carrying team bicycles on the roof.



56 All the cycling events were officiated by 28 international officials, assisted by 15 national United States commissaires. LAOOC officials thought that the cycling federations, Union Cycliste Internationale (UCI) and Federation Internationale de Cyclisme Amateur (FIAC) had requested too many officials for the event. The LAOOC also recommended that specific job titles and functions be outlined. LAOOC officials suggested the commissaires should arrive at least two hours prior to competition to meet with the competition staff and properly inspect the course, after a late arrival by this group caused a rushed race preparation.

Sports administration and competition management

Over 1,600 LAOOC paid staff and volunteers, including over a thousand course marshals, staffed the two cycling road sites. A smaller core staff of over 400 was headquartered at the velodrome. There, tents and trailers provided all office and storage space for both LAOOC and FIAC officials.

Permanent spectator seating existed for 2,000, and 6,750 temporary seats were erected for the Games. Paid attendance for each day of velodrome competition was near capacity. A tremendous spectator turnout occurred for the road events as an estimated 275,000 spectators lined the Mission Viejo race course and 75,000 attended the competition at the Artesia Freeway, despite discouragement from law enforcement agencies and the LAOOC. As previously mentioned, facilities for both athletes and staff were needed for only one day at the road events so a minimal amount of construction took place outside of necessary athlete services and course preparation. Still, tents and trailers for technology, venue operations, food services and sports medicine had to be brought in at both road sites.

Careful planning was a key to a smooth operation at the road events and the coordination of services for all three venues was crucial. For the most part, every event went off on schedule and without problems. The results management team was well prepared to produce results for distribution 10 minutes after each event, however, a decision by the commissaire in charge not to use previously agreed upon scoring forms wasted an approved computer system designed to meet contractual agreements for distribution time. Instead, a written/typed version of the results was prepared.

Communication between the LAOOC and the athletes was sometimes a problem because of the distance between the villages, the velodrome, the road sites, training sites and housing locations of the athletes not living in the villages. Use of the Electronic Messaging System (EMS) helped coordinate scheduling of meals and transportation but it couldn't help those teams who were staying where EMS terminals weren't available. Transportation between the villages and the velodrome worked well and for athletes training on the road, station wagons equipped with racks to carry up to six bicycles and extra wheels were made available. Seventy-seven station wagons were assigned to cycling. Another important issue unique to cycling was the need for bicycle and equipment storage in the villages. This service was provided and well received, though the vehicle access point could have been closer to the storage area.

LAOOC/Cycling venue staff

Access Control	26
Concessions	1
Competition	1,236
Finance	6
Food Services	6
Internal Audit	1
Language Services	14
Material Logistics	9
Medical Services	36
Press Operations	23
Protocol	12
Security*	3
Spectator Services	66
Technology	36
Ticketing	5
Transportation	32
Television/Film	2
Venue Management	13
Totals	1,527*

*Totals do not include contracted staff

Summary

Women competed in Olympic cycling for the first time in 1984 as an individual road race was held on the first day of the Games. A 50-kilometer points race was added for men and the order of cycling events was changed to give Olympic cycling a new look in 1984. The LAOOC did a remarkable job of organizing and constructing three separate venues for the Olympic cycling road and track events. An outdoor Olympic Velodrome was built at California State University at Dominguez Hills with funding from the Southland Corporation. Then, two road courses were selected and planned. The Artesia Freeway, a heavily traveled roadway, served as the site for the 100-kilometer team time trial and Mission Viejo hosted the individual road races. At the Artesia Freeway, the LAOOC had less than eight hours to build the venue, conduct the race, hold ceremonies and tear down the venue. All of this was achieved within contracted time constraints. Mission Viejo officials allowed four days to construct the venue for the one-day individual road race competition.

The LAOOC provided road training facilities but these sessions were not well attended. Detailed maps were provided to the athletes, carefully outlining suggested training areas, but the distance between the venues and athlete housing areas created unavoidable communication difficulties.

A core staff of about 400 was headquartered at the velodrome, but staff for all three venues totaled 1,527. One thousand course marshals supervised the road courses and competition went extremely smoothly.



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30.09.8 Equestrian

A unique joint venture to stage the equestrian events was formed three years before the Games and greatly benefited the LAOOC. The Joint Venture Memorandum of Understanding between the LAOOC and the Los Angeles Turf Club, Inc. (LATC), owners of Santa Anita Race Course, called for Santa Anita staff to manage the equestrian events at its race track in Arcadia, California, as well as at Fairbanks Ranch Country Club, site of the speed and endurance portion of the three-day event. Provided in the contract was a 50–50 sharing of all revenues and expenses.

The wisdom in selecting Santa Anita as the equestrian venue was evident, since Santa Anita's existing facilities required little construction to meet federation specifications. Permanent stalls for more than 2,000 horses, and quarters for more than 200 grooms were already in place; parking was available for 20,000 automobiles; more than adequate training and spectator facilities were provided at the 330-acre site; and an on-site catering company existed that had the capability to feed crowds of up to 50,000 people.

Another advantage derived from the joint venture was a professional management team, skilled in operating one of the leading race tracks in the country, already in place at Santa Anita. Of the 806 staff needed to operate the venue at the time of the Games, approximately 95 percent were Santa Anita permanent staff members, or volunteers recruited by Santa Anita. By using the existing employees at Santa Anita, the LAOOC did not need to build up a temporary management staff prior to the Games. It was only after the stable area opened two weeks before the first event that LAOOC staff members arrived at the venue. The entire venue staff was

57 50,000 fans crowd into Fairbanks Ranch to watch the endurance portion of the 3-day event in equestrian.

uniformed and accredited through the LAOOC Games Staffing system, and Santa Anita employees who were to serve as key managers in technology, press operations and transportation areas, received advanced training in LAOOC procedures. A Federation Equestre Internationale (FEI) sanctioned dressage and jumping show held at Santa Anita three weeks before the Games allowed the LATC and the LAOOC the opportunity to test all the Olympic systems and personnel.

All dressage and jumping events were held at Santa Anita in a temporarily constructed main arena that had a seating capacity of 33,500. Two hundred and fifty-four horses were stabled at Santa Anita, 49 of which were transported to Fairbanks Ranch in San Diego County, California, for the speed and endurance portion of the three-day event.

The three-day event

The dressage test of the three-day event opened the Olympic equestrian competition 29–30 July at Santa Anita.

A travel/rest day was scheduled for 31 July at Fairbanks Ranch, followed by the endurance test 1 August and another travel/rest day on 2 August.

The endurance test consisted of a roads and track test at a light trot, followed by a steeplechase test over a two-and-a-half mile course. Then there was a second roads and track event and a cross country test over a four-and-a-half mile course on the Fairbanks Ranch golf course. The jumping test of the three-day event returned to Santa Anita on 3 August. Mark Todd of New Zealand aboard Charisma emerged as the individual gold medal winner, scoring 51.60 for the three-day event. Karen Stives of the United States, aboard Ben Arthur, was second with a score of 54.20, and the bronze medal winner was Virginia Holgate of Great Britain aboard Priceless (56.80). The United States captured the gold medal in the team three-day event with a score of 186.00, followed by Great Britain (189.00) and the Federal Republic of Germany (234.00).

Jumping

A jumping training exercise or “friendly competition” was held on 4 August and gave all riders and horses entered in the competition a chance to familiarize themselves with the arena. The exercise did not count towards a final jumping score, but served as a dress rehearsal for staff, judges, officials, athletes and horses. In the individual competition, each country was allowed to enter a maximum of five competitors and eight horses and could start three competitors and three horses. In the team competition, a maximum of four competitors and four horses per country were allowed to be entered while only three athletes and



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three horses could start. Fifteen teams took part in the first round of team jumping on 7 August, beginning at 1000 hours, and the 12 best teams advanced to the second round that same day. The United States finished with a score of 12.00 to win the gold medal. Great Britain was second at 36.75 and the Federal Republic of Germany was third at 39.25. One of the last events of the Games was the individual jumping competition on 12 August. It was arranged that medal ceremonies would be repeated that evening at the Coliseum just prior to Closing Ceremonies. Forty-seven riders and horses completed the first round that began at 0800 hours. Twenty-seven competitors advanced to round two, as a three-way tie existed for 25th place. The second round resulted in ties for first and third places, forcing a jump-off to determine the final medal standings. Joe Fargis of the United States aboard Touch of Class captured the gold medal in the jump-off, followed by Conrad Homfeld of the United States aboard Abdullah and Heidi Robbiani of Switzerland aboard Jessica V.

Dressage

Team competition in dressage was held 8-9 August and the individual competition took place on 10 August. Twelve three-person teams and seven individuals started the Grand Prix competition at 1400 on 8 August. The top twelve athletes qualified for the Grand Prix special to determine the individual dressage medalists. The Federal Republic of Germany totaled 4,955 points to win the team gold medal, with Switzerland taking home the silver medal and Sweden capturing the bronze medal. Dr. Reiner Klimke of the Federal Republic of Germany aboard Ahlerich won the individual gold medal, scoring 1,504 points. Anne Grethe Jensen of Denmark aboard Marzog finished second with 1,442 points and Otto J. Hofer of Switzerland aboard Limandus placed third with 1,364 points.

Field of play

Approximately 10,000 cubic yards of specially selected sand was brought in to cover the arena floor at Santa Anita. The 62-meter by 174-meter (205-foot by 570-foot) arena, which overlapped the southwest section of the existing oval race track, was located in front of the permanent main grandstand. Temporary bleachers were added on the other three sides. The 20-meter by

58 Vast Fairbanks Ranch is the site of the middle day of the 3-day event.

60-meter dressage ring was placed in the center of the main arena and a 3.5-foot-high wooden fence of four-inch by four-inch posts with cross bracing was built around the arena. Other construction projects included: five standard dressage booths around the ring; a shaded booth for the president of FEI; a 100-foot by 300-foot holding ring for the jumping competition directly to the west of the arena; and a 17-foot by 100-foot dressage holding area directly to the east. Grass and sand lungeing areas were set on the northwest curve of the track oval. Several sand schooling areas for jumping were spread along the north side of the race track and dressage schooling areas made of sand and grass were located on the northeast and east areas of the track.

Santa Anita, with more than 2,000 stalls, had sufficient space for the care and feeding of 254 horses involved in competition. Horses were stabled in 12-foot by 12-foot stalls, and Santa Anita personnel handled all feed delivery, manure pick-up, watering and road maintenance.

A total of 205 team grooms, veterinarians and farriers were housed in the permanent grooms' quarters at Santa Anita, most of which were located above or immediately adjacent to the horse stalls. Two grooms were assigned per room. Beds, bureaus and chairs were rented for a five-week duration and shower and toilet facilities were located within the stable area nearby.

At Fairbanks Ranch, horses and grooms were housed in 100 temporarily constructed wooden stalls, while athletes and officials stayed at a nearby hotel at no cost to the NOCs or FEI. The horses, athletes and officials were transported to Fairbanks Ranch from Santa Anita in a convoy, beginning at 2000 hours on 30 July. They returned by convoy at 1000 on 2 August. Approximately 10 percent of the key staff from the Santa Anita venue were transported by buses to the site and joined more than a thousand other staffers, mostly from the San Diego County area.

Some logistical problems were caused by of the distance—110 miles—between the two venues. While several other sites had been examined by the LAOOC, the excellent climatic conditions at Fairbanks Ranch made it an attractive venue for the three-day event. It was approximately two miles from the Pacific ocean in a valley where a cooling sea breeze kept temperatures at a comfortable level throughout the day.

The cross-country portion of the three-day event endurance test was laid out over a new golf course at Fairbanks Ranch. Designers of the 35-jump, 4.5-

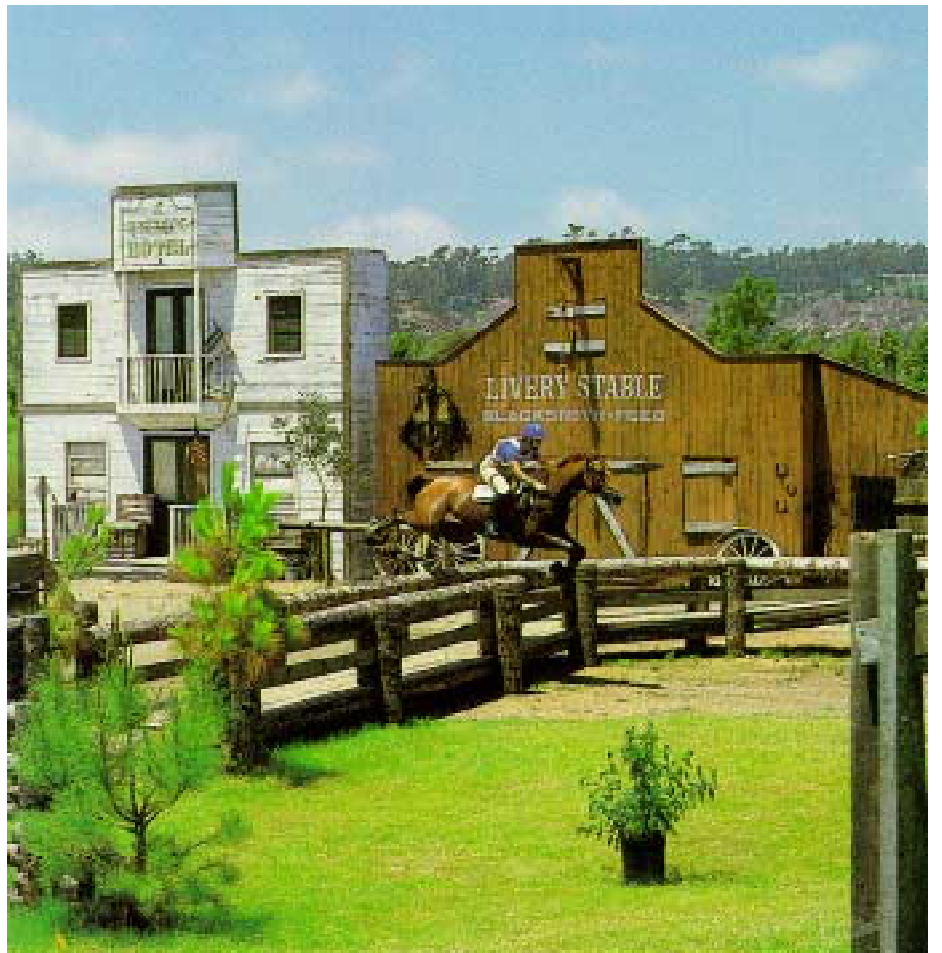
mile course worked closely with Fairbanks Ranch personnel while the golf course was being built. Construction of the permanent course took place over a six-month period prior to the Games. The steeplechase course and the roads and track events were held on property adjacent to the golf course. The total area used for the cross-country, road and track, and steeplechase events was about 243 hectares (600 acres). The golf course accommodated 50,000 spectators for the event. Rope barriers were placed along the course, but spectators were free to move from jump to jump outside the constraints of the ropes.

Training for the event at Fairbanks Ranch took place on the steeplechase course and on the roads and track on 31 July. An official walk of all the courses (without horses) occurred 26 July, and the courses were available for competitors to walk only, 27-31 July. Training at Santa Anita was available every day from 14 July through 12 August and training site and practice area allocations for all teams and individuals was pre-scheduled by the organizers. Minimum training times were two hours, twice-a-day for dressage and one-and-a-half hours twice-a-day for jumping. A 2,800-meter (1.74-mile) cross country galloping track was available only to the three-day event horses at any time between sunrise and dusk. For dressage, 10 practice areas, including seven on sand and three on grass, were provided. Five sand practice areas and two on grass were available for jumping.

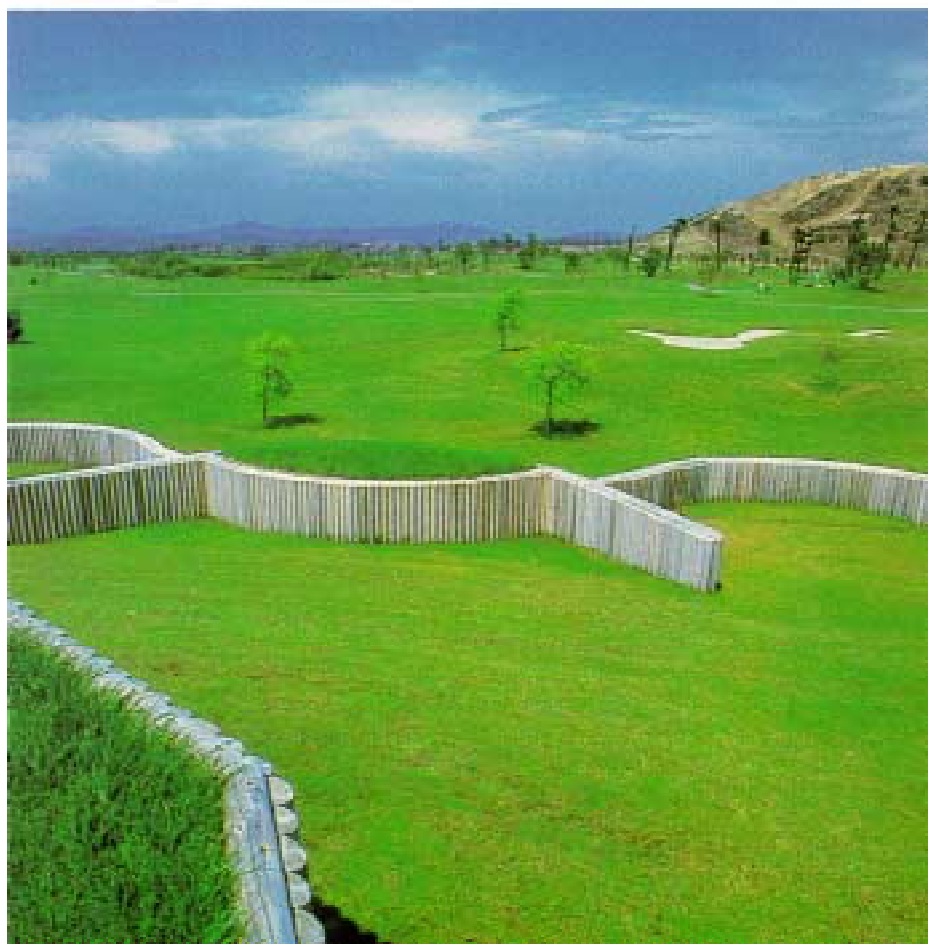
Sports administration and competition management

Virtually all venue space needs were filled by existing office space at Santa Anita. Two trailers and two tents were utilized for some spectator services while some medical facilities, specifically doping control, spectator first aid and sports medicine, were housed in tents and trailers. Doping control for the horses took place in an existing 4,000-square-foot facility with 25 stalls and a laboratory. An existing equine hospital complete with animal hoist, operating room, laboratory and treatment room was also on-site.

Doping control testing for the horses was administered by Santa Anita staff, since the LATC organization had vast experience in testing horses on a daily basis. Many teams brought their own veterinarians, though a three-member Olympic veterinary commission was present from the time the horses arrived at the airport, through the quarantine period and until the horses



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59 The jumps at Fairbanks Ranch included this "Western town."

60 A jump at Fairbanks Ranch just prior to the Games.



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left Los Angeles. One of the duties of the commission was to administer "vet checks". For the three-day event, the horses were checked on 28 July prior to the start of competition. A 10-minute check was performed at Fairbanks Ranch after the second roads and track event. A final check was conducted on the morning of 2 August, before the horses were transported to Santa Anita. The LAOOC competition staff recommended that the president of the veterinary commission be the person who is the local or resident member of the commission.

A United States Department of Agriculture (USDA)-approved quarantine area was utilized at Santa Anita, eliminating the need for horses to be transported to and held at an intermediate stop between the airport and the competition site. The size of the stable area at Santa Anita allowed the LAOOC to construct the special quarantine area far enough away from the area where the horses would be stabled. Special fencing and double-

screening had to be built around the quarantine area. A three-day quarantine was required for most horses and the rest were quarantined at the airport. A great deal of effort went into planning charter flights to ship the horses to the United States in groups. The largest charter contained 34 horses.

Summary

The LAOOC may have set a new standard for Olympic equestrian events by utilizing an existing race track facility and its staff in 1984. This highly successful decision was made three years before the Games when a joint venture was formed between the Los Angeles Turf Club, owners of Santa Anita Race Course, and the LAOOC. Not only would Santa Anita serve as the primary site of the equestrian events, but the agreement stated that the LATC would also provide management of the event. In the end, approximately 95 percent of the staff needed to operate the venue

consisted of Santa Anita employees or volunteers that Santa Anita recruited.

Extensive stabling facilities existed at the site and the only major construction task at Santa Anita was setting up the arena and adding some temporary grandstands and fencing.

LAOOC/Equestrian staff totals

Competitions	352
Concessions	2
Finance	1
Language Services	13
Medical Services	65
Press Operations	20
Spectator Services	241
Telecommunications	23
Technology	29
Ticketing	1
Transportation	7
Television/Film	1
Venue Management	46*
Santa Anita totals	801*
Fairbanks Ranch totals	1,314**

*Includes Protocol and Public Information staff

**Does not include contracted staff

All jumping and dressage events were held at Santa Anita while the endurance portion of the three-day event was held 110 miles to the south at Fairbanks Ranch Country Club. Though the three-day event generally takes four days to complete, it took six days in 1984 because the distance between Santa Anita and Fairbanks Ranch required two travel/rest days. But the advantages of the climate at Fairbanks Ranch far outweighed any negatives. A large volunteer staff from the area was recruited to work the one day of competition at Fairbanks Ranch and approximately 50,000 spectators watched the events.

Facilities at Santa Anita were more than adequate for the stabling of horses and grooms. Space was so plentiful that the LAOOC was able to construct its quarantine facility there, a great convenience for the NOCs.

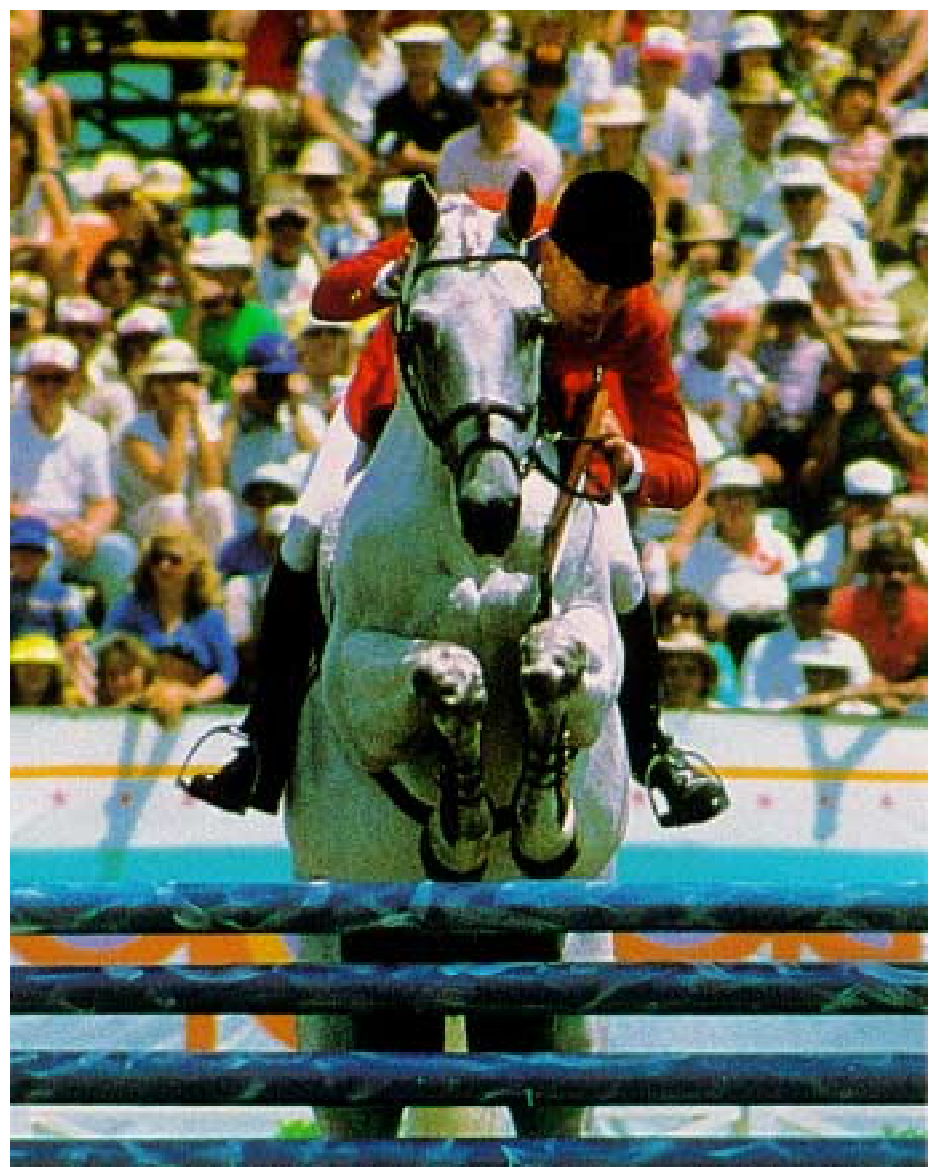


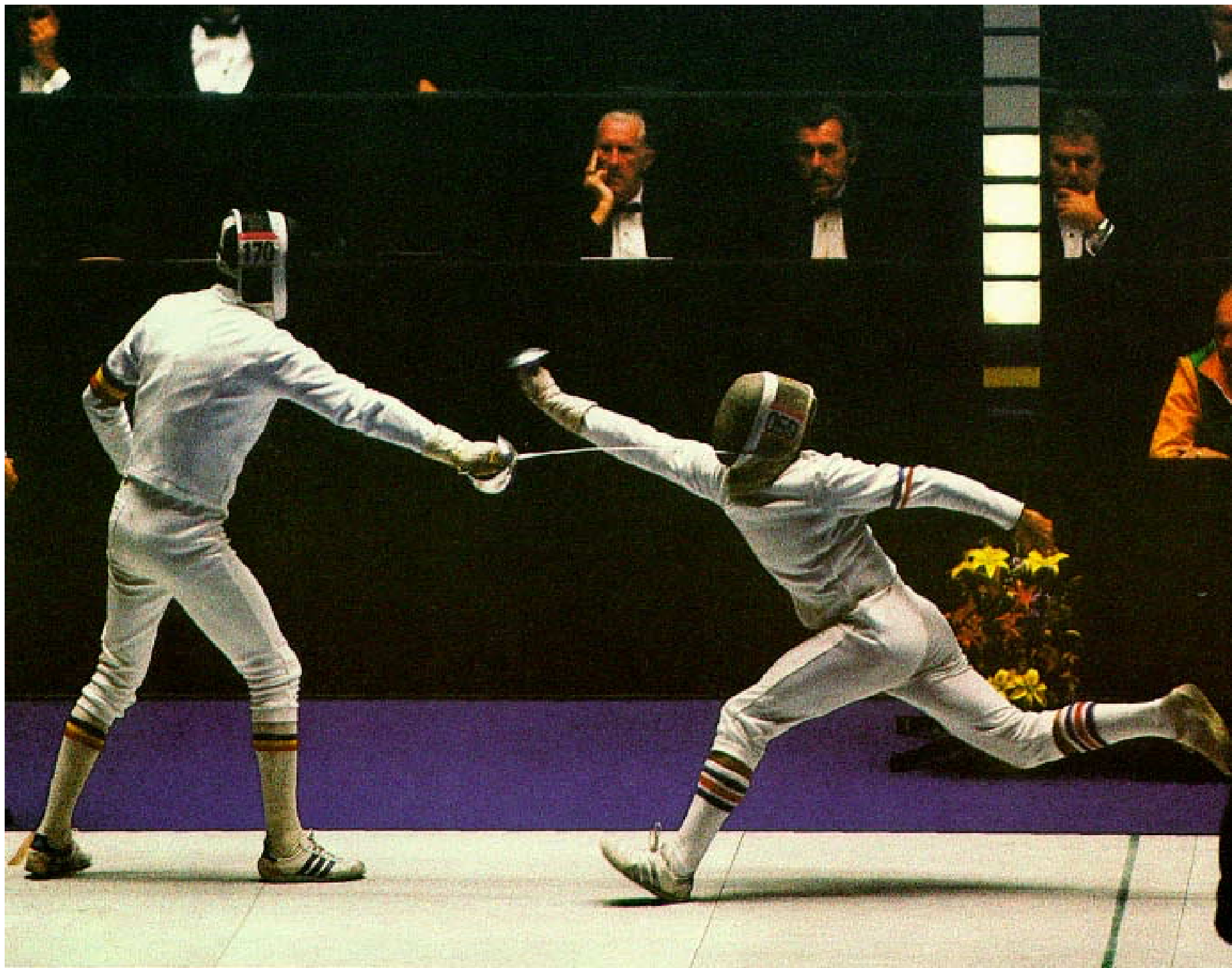
A large spectator capacity of 33,500 was another advantage at Santa Anita, as was a 20,000-space parking facility and an on-site catering facility. Attendance at Santa Anita averaged 26,000 per day for nine sessions, including the jumping-training competition day on 4 August.

The LAOOC management staff had several recommendations to make for future organizers. Most important was to emphasize good communication with the national federations as well as NOCs, well in advance of the Games, especially to familiarize them with the logistics of the chosen facilities. Another recommendation was to make sure that the duties of the course designer and event director for the three-day event are handled by two different persons. Though part of the three-day event was successfully staged at a remote site, the LAOOC still believes it is best to hold the event at one site. At Santa Anita, the LAOOC encountered no problems with using a single arena for dressage and jumping and would recommend this arrangement for the future.

61 Santa Anita Park as converted from a thoroughbred horse racing track to the Olympic equestrian venue.

62 Santa Anita Park provides a colorful scene for spectators and a continuous series of challenges for competitors.





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30.09.9 Fencing

The 1984 Olympic fencers were literally in the spotlight when the four team and four individual final events were held on the stage of the Terrace Theater in the Long Beach Convention and Entertainment Center. While preliminary bouts were held in the Convention Center's huge Exhibition Hall during the day, evening finals were featured in a more intimate, formal atmosphere. Officials and even ABC cameramen wore black tuxedos and the white-clad competitors contrasted with the black stage curtains.

Another unique aspect of the 1984 Olympic fencing competition was the sharing of facilities and staff with volleyball. Volleyball matches were

held separately in the center's main arena but most support departments were shared with fencing, including venue management. The majority of public entry points for the two sports were the same, so it was logical to share functions such as spectator services and access control. Arranging deliveries, construction and telecommunications for the entire complex required one central venue management group to coordinate activities of all the shared individual departments such as Material Logistics, Technology and Food Services. In addition, the Exhibition Hall, which measured 440 feet by 300 feet, provided space for the fencing preliminary competition area, the fencing training and warm-up area and the warm-up area for volleyball. Temporary walls were built around the volleyball courts but the noise from the courts could not be completely shut out.

Preliminaries for fencing began at 0900 hours on 1 August and continued every day through 11 August, except 6 August. Finals were held from 2000 to 2300 on eight evenings. For the first time in an Olympic Games, the fencing portion of the modern pentathlon event was not held at the fencing venue because the LAOOC wanted to hold all five modern pentathlon events at one site, Coto de Caza.

Gold medal winners were Jujie Luan (CHN), women's individual foil; the Federal Republic of Germany, women's team foil; Mauro Numa (ITA), men's individual foil; Jean Francois Lamour (FRA), men's individual sabre; Philippe Boisse (FRA) men's individual epee; Italy, men's team foil; Italy, men's team sabre; and the Federal Republic of Germany, men's team epee.

Field of play

Sixteen pistes were initially set up on the field of play area for the preliminary fencing sessions but the number was later reduced to 14. The Directoire Technique podium with space for 15 was situated at the center. Within the Exhibition Hall, 18 additional pistes were available for warm-up and training. Portable bleachers for spectator seating were set up on the east and west sides of the field of play, while temporary team meeting rooms, competition management offices and sports medicine facilities were constructed on the north wall. The training pistes and the volleyball warm-up area were located on the far east side of the hall, beyond the spectator seating.

Although the Exhibition Hall can only be described as gigantic, it worked extremely well for the preliminary competition. Theater lights were

added to bring light up to a minimum 750 lux one meter above each piste, a Federation Internationale de Escrime (FIE) requirement. All wiring in the field of play area was concealed under a gray carpet while a blue carpet covered the spectator area in the Exhibition Hall. The same bright blue covering was used with great success in the Terrace Theater since the gray pistes contrasted with the blue carpet.

A problem developed on the first day of preliminary competition when the two-foot-high foam rubber barriers around the field of play failed to keep spectators, the media and non-competing athletes away from the pistes. The problem was corrected when a five-foot metal barrier was installed, greatly improving the LAOOC's crowd control efforts. Several factors caused media and spectators to want to get closer to the field of play. Information on the individual scoreboards at each piste was not big enough to be clearly seen from the seating area. The information included the fencer's name, bout score and tournament record and may have been adequate if the letters had been larger and the boards had been placed at a greater height. However, the addition of a large, composite, centrally located scoreboard could have provided athletes, spectators and the media with a central information point to display round-by-round scoring. Another problem was that the bleachers were at ground level and those people sitting in the first few rows could not see the entire field of play. Elevated bleachers would have

helped and placing them on four sides of the field of play rather than two would have brought more spectators closer to the pistes.

When the Long Beach Convention and Entertainment Center was selected as the site for Olympic fencing and volleyball, LAOOC officials knew the Exhibition Hall alone would provide plenty of space for the preliminaries. But when the LAOOC fencing commissioner saw the Terrace Theater, she immediately proposed holding the fencing finals on a stage for the first time ever in the Olympics; eventually the site contract included use of the Terrace Theater by the LAOOC. A special piste, 21 centimeters high (approximately eight inches), was set up on the stage in front of a platform of officials. Seated on the official platform was the Directoire Technique, 50 dignitaries and FIE officials. Seating in the wings of the stage was also available for an LAOOC or NOC armorer, coaches and fencing finalists. Two warm-up pistes were located just off-stage as well. The effect of competition taking place on a stage was dramatic for the spectators and most of the theater seats provided an excellent view of the stage, however, seating for the media was located too far from the stage. Swiss Timing provided a scoreboard at the finals which was not adequate for compiling both individual and team information, though it had been approved by the FIE.

Each evening before final competition began, an exhibition in the Terrace Theater lobby proved extremely popular with spectators who were unfamiliar with the sport of fencing. All three weapons were demonstrated and the exhibition included an explanation of the electronic equipment and scoring system.

Scoring equipment for fencing was provided by the Uhlmann Company of the Federal Republic of Germany, but acquisition of the 33 electronic scoring devices came very late because the LAOOC had originally contracted with a company from the Soviet Union to provide the equipment. The Soviet equipment had already arrived in the LAOOC warehouses four months before the Games but because 10 Soviet technicians were required to operate and service the equipment and the LAOOC armorers and technicians were not familiar with the equipment, the LAOOC decided to seek its equipment elsewhere after the Eastern Bloc nations announced their boycott. Uhlmann's scoring devices were all equipped with a blocking system and built-in chronometers required by the FIE. All pistes were manufactured by International Sports Equipment Inc. of Southern California. Pistes for preliminary competition were five centimeters thick while the piste for the finals was 20 centimeters thick in order to elevate the fencers for better viewing by the spectators, officials and judges. The LAOOC utilized a new concept in piste construction with great success. The pistes were made up of 1.2-meter by 2-meter aluminum

sections instead of the traditional heavy, copper material. Each piste contained 15 sections that could be individually replaced if damaged. An entire piste could be set up in just 20 minutes by an experienced crew which was considerably faster than set-up for copper pistes. Equipment at each piste included: an electric scoring box; two reels; two connecting cables; a six-foot table and six chairs; two scoring standards; two 12-volt batteries; a strip signal; Rules of Competition book (FIE); two tie-in cables; an LAOOC-provided scoreboard; 150 and 500 gram weights; a weapon thickness gauge; visible chronometers at each end of the piste; two timers and team seating. Additional equipment was also provided, depending upon the weapon.

Sixteen piste crews, consisting of a piste captain, scoreboard keeper, scorer, timer and two hook-up staffers, were rotated each round. Each crew was kept together for the duration of the Games to develop a team spirit. Since no more than 12 pistes were ever in operation on a given day, crews were able to get time off. An alternate piste crew was always available at the finals but was never needed. Piste crew members also helped with other competition duties.

A weapon control area in the Exhibition Hall, equipped with Uhlmann gauges and two electric apparatus for the control of weapons and body cords,



63 Marin Mustata of Romania and Herve Granger-Veyron of France in sabre competition in the Terrace Theater.

64 The Terrace Theater of the Long Beach Convention Center complex provides an elegant backdrop for the finals of the fencing competition



65

65 Athlete facilities at the fencing venue include a fully-equipped repair shop.

66 One of the 14 pistes located in the Exhibition Hall of the Long Beach Convention Center complex for preliminary fencing bouts.



66

was staffed by LAOOC armorers. In addition, temporary structures were built to house an armory and repair station and an equipment self-help station. An equipment vendor was available for clothing and equipment sales and three sewing machines were located there for uniform repair. Armories were also available in the USC and UCLA Villages but did not receive heavy use since there were no training facilities in the villages. A storage area for 70 athletes' bags was built at the venue entry, but most athletes were reluctant to leave personal items and equipment there.

The LAOOC built temporary facilities with 10 showers and 30 individual lockers for women and 10 showers and 50 individual lockers for men at the Exhibition Hall. Similar facilities already were in place at the Terrace Theater.

Sports administration and competition management

LAOOC construction crews erected more than 260 feet of hard wall and more than 1,500 feet of temporary partitions to create offices, work spaces and practice facilities for volleyball and fencing in the Exhibition Hall. The venue management staff and support departments, most of which were shared with volleyball, occupied existing offices in the facility's convention meeting room area underneath the Terrace Theater.

In theory, the idea of shared staff was perfect. Operationally, conflicts occasionally arose when sport-specific needs developed. Competition staff for the two sports were completely separate, keeping field of play issues specific to each sport. One venue director and two assistants governed the support departments for both sports. Each sport had its own commissioner. Schedules for volleyball and fencing occasionally overlapped but large pictograms and careful ticket takers helped point spectators in the right direction. Facility Management Incorporated, the organization that manages the Long Beach Convention and Entertainment Center, provided ticket takers, ushers, concession and maintenance personnel under contract.

Technology was no different than the other support departments and was shared between the two sports. The results production facility handled copying and distribution needs for both sports, but each sport had specific needs and problems. At fencing, the computer scoring system used in Montreal was not adequate for 1984 needs. As the Directoire Technique compiled scores from individual bouts, LAOOC scorers transferred the information manually to score cards for compilation by the results management team. This was a slow process and the LAOOC recommends updating the computer software for the next Olympic Games.

Summary

The concept of using a theater setting with fencers competing on a stage was new to the Olympics and created a dramatic atmosphere for the final events. Very little construction was needed in the Long Beach Convention and Entertainment Center's Terrace Theater for the finals, since spectator seating already existed and little had to be done to set the stage except erecting the competition and warm-up pistes and officials' platform. Spectator sight lines were good, but the press and spectators seated in the back of the theater were too far from the stage. The Convention and Entertainment Center's giant Exhibition Hall easily accommodated all preliminary bouts and allowed the LAOOC to be more lenient in meeting venue space needs.

Fencing was not the only Olympic sport located at the Long Beach facility. Volleyball utilized the center's main arena. Venue management and support departments were completely shared between the two sports and though the sharing created some operational problems, the shared staff was necessary to resolve situations such as move-in of equipment into the Long Beach Convention and Entertainment Center. The venue staff recommends that if a similar shared facility situation occurs again, certain

departments should be sport-specific. Fencing and volleyball did have their own Protocol and Language Services departments at the Long Beach Complex.

For the first time, aluminum pistes made in detachable sections were used instead of the traditional copper pistes. The lightweight aluminum pistes were highly acclaimed by fencers and venue staff. Fencers were provided with more than adequate training pistes at the Exhibition Hall and a full range of armory needs were met by a highly trained armorer at the competition site. Additional armories were available at the athlete villages.

LAOOC/Fencing venue staff*

Access Control	66
Concessions	4
Competition	406**
Finance	14
Food Services	21
Internal Audit	6
Language Services	36
Material Logistics	8
Medical Services	98
Press Operations	54
Public Information	24
Protocol	27**
Security	5
Telecommunications	52
Technology	74
Ticketing	10
Transportation	123
Television/Film	3
Venue Management	60
Totals	1,091***

*Most support departments and venue management were shared with volleyball.

**Competition and Protocol numbers specific to fencing

***Totals do not include contracted staff



67

30.09.10 Football

More spectators turned out for the 1984 Olympic football tournament than any other Olympic sport as 1,422,605 fans attended 32 matches at four competition sites. First-round football matches were played at two East Coast sites and two West Coast sites, giving Olympic fans living as far as 3,000 miles from Los Angeles the opportunity to witness an Olympic event first-hand. The host cities took on the festive Olympic Look and residents welcomed the football participants by attending the matches in far greater numbers than the LAOOC and the Federation Internationale de Football Association (FIFA) expected.

The huge, 103,300-seat Rose Bowl in Pasadena served as the tournament's main stadium and was the site of six first-round matches, two quarter-final

matches, one semi-final and the two medal games. A North American record crowd of 101,799 attended the final on 11 August. The Rose Bowl was a home field for the North American Soccer League from 1978–1980 and countless American football games have been played there. It was the cycling venue in the 1932 Olympic Games. A mile-long fence surrounds the Bowl and more than 3,000 rose bushes of 100 different varieties decorate the stadium grounds. The 105-meter by 68-meter (114.83-yard by 74.37-yard) natural grass playing field met FIFA regulations but the process of selecting the Rose Bowl and the three outlying sites was no simple task. FIFA specified that four fields must be utilized for the 16-team tournament and LAOOC officials conducted an extensive search of the Southern California area to find adequate playing surfaces. Early in the search, two professional baseball stadiums were

considered as potential football sites, but scheduling difficulties and construction costs eliminated those choices. Many other sites were looked at but were turned down because they didn't meet FIFA field width requirements, had artificial turf or lacked adequate spectator seating.

When it became apparent that four suitable stadiums were not available in Southern California, the LAOOC decided to make the tournament a national event by conducting the first-round games at paired sites—two on the East Coast and two on the West Coast. In the East, Harvard Stadium in Cambridge, Massachusetts, and the Navy-Marine Corps Stadium in Annapolis, Maryland, each played host to six first-round matches while the Rose Bowl and Stanford Stadium in Stanford, California, hosted the other

67 The massive Rose Bowl in Pasadena seats more than 100,000 spectators during the Olympic Football Tournament.



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68 France wins the first football semi-final, 4-2, in overtime at the Rose Bowl.

69 This semi-final between France and Yugoslavia drew 97,451 to the Rose Bowl.

first-round matches in the West. The 16 teams were divided by draw into four groups and the top seed in each group did not have to travel during the preliminary round. Every other team traveled once within its first three games, playing each of the other teams within its group once. To minimize travel fatigue, the teams located on the East Coast traveled only between Annapolis and Cambridge while the West Coast teams traveled between Stanford and Pasadena. This travel arrangement allowed spectators at each venue an opportunity to see seven of eight teams located on their respective coasts, a decision which helped boost attendance figures. The top two teams from each pool met on the West Coast for quarter-final and semi-final play at Stanford and the Rose Bowl. Rest days after the preliminary, quarter-final and semi-final rounds gave teams a chance to travel and settle into new lodgings. Team members were initially disturbed to learn they had to travel on game day when facing the first-seeded team in their group during preliminaries. But transportation was by charter airline and never exceeded two hours. Hot meals were provided and plane-side boarding via police-escorted buses was arranged. Coaches eventually realized that this day-of-game travel would not detract from the players' performances, because it enabled the players to sleep in a familiar place the night before a game and avoided the frustrations often associated with normal bus and airport travel. Throughout the tournament, the LAOOC paid for all travel costs and subsidized any room and board costs beyond normal Olympic village charges. The LAOOC provided two full-time staff members to make all travel arrangements with United Airlines.

Attendance at Olympic football reached its peak on 11 August when France won its first-ever football gold medal by shutting out Brazil, 2-0, before a sold-out crowd at the Rose Bowl. Yugoslavia edged Italy, 2-1, for third place.

Field of play

In order to meet FIFA standards, some resodding was needed at each of the four grass fields, in addition to lining the fields and installing goals. Beyond those needs, only minor construction was necessary on the fields of play. At the Rose Rowl, an unplanned resodding of the field was necessary following a moto-cross competition that damaged the field extensively six weeks before the Games. New sod was laid under the direction of experts flown in by the LAOOC, and the field held up very well through 11 matches in 14 days. The Harvard field needed only minor resodding while Annapolis and

Stanford were totally resodded. Traditional American football goal posts at Stanford and Annapolis had to be removed and were later replaced by the LAOOC. Because of the narrowness of the Harvard field, a protective wall covering was installed. The Rose Bowl also received some wall padding. At Stanford, a new locker room was built, the press box was completely renovated and a shot put ring and pole vault pit had to be removed from the playing field.

The Porter Equipment Company of Chicago, Illinois, provided three goals and nets at each competition site and three pairs of goals and nets plus one extra goal for each training site. Adidas supplied 200 game balls for practice and competition.

Two natural grass training fields were required for each site and, with the exception of the Rose Bowl, were available within a short walk of the stadium. Teams playing at the Rose Bowl could train either at Birmingham High School in Van Nuys, California, or California State University at Dominguez Hills. Two fields were available at each of those sites. Locker rooms, showers and medical facilities were provided at each site and each team was allocated two, two-hour training sessions per day. In all cases, the competition field was not used for training, with the exception of a one-time light workout for each team. Teams were allowed a 15-minute warm-up on the competition field on game days, and a small space inside each dressing room was available for pre-game warm-ups.

The LAOOC assigned each team a coordinator to serve the team's best interests in dealing with the LAOOC and FIFA. The coordinator was especially useful in arranging transportation, training and village activities and traveled with the team at all times. Considering the amount of travel required for each team, the coordinators' ability to sort out information for the teams was a great aid to the coaches.

Even though most of the participating football teams did not have the benefit of staying in the Olympic villages in Los Angeles, the LAOOC set up full service temporary villages at each of the the outlying sites. Security, meals, entertainment, meeting rooms and athlete services were provided at each site. Athletes were housed in dormitories at Stanford and Harvard universities while a hotel was utilized at Annapolis.

Sports administration and competition management

Colorful banners were hung in the host cities and the stadiums were brightly decorated to create an Olympic atmosphere. To make the athletes feel even more welcome, special football Opening Ceremonies were held at Stanford, Annapolis and Harvard on the first day of preliminary competition. Because of the length of the ceremonies, the LAOOC had to petition FIFA and each delegation to delay the start time of the first match at each site. This was acceptable to all concerned and starting times were delayed a maximum of 45 minutes. Skydivers carrying the Olympic flag and the participating nations' flags opened the ceremonies by landing in a cluster of balloons shaped into the Olympic rings at mid-field. Area youth soccer teams dressed in the uniforms of the 16 participating football teams marched at each of the ceremonies. Former Olympic competitors carried torches into the stadiums and a torchlighting ceremony was held at each site.

The LAOOC faced a unique and monumental challenge in organizing and managing a tournament played at four sites, thousands of miles apart. In an attempt to maintain uniformity, one commissioner and two sports managers managed the entire football operation, while competition and venue directors worked on-site. The venue director supervised overall venue needs while the competition director supervised competition needs, and provided a special secretariat for FIFA.

Construction at the four football venues consisted primarily of setting up security fencing, fulfilling temporary electrical needs, erecting tents and setting up trailers, installing scoreboards and generally decorating the stadiums with the Olympic Look, to include installation of flag poles and hanging flags of the 16 participating nations. Scoreboards had to be modified at each site to include a 45-minute clock.

Establishing communications among the sites was a challenge. The Electronic Messaging System that connected each of the other Olympic venues was not set up at the outlying football sites. The exchange of security, ticketing, accreditation and results information was difficult. An open telephone line between Los Angeles and the outlying sites was set up to allow ticketing representatives to communicate freely with ticketing headquarters. On the results side, statisticians at each site recorded match statistics and sent them via telecopier to the Rose Bowl, where LAOOC statisticians organized the

statistics into the results format for FIFA approval. The results management team entered the information into its Games-wide distribution system and produced hard copy for copying and distribution at the Rose Bowl and at each remote site. Six statisticians were used at the Rose Bowl. Two arrived at the Rose Bowl early during the first-round games to gather statistics from the three outlying sites. The other four statisticians recorded local statistics; two recorded team match statistics for immediate half-time and post-game media distribution, and two recorded match progress statistics and operated the press box public address system and telephone link with the host broadcaster. A small computer assisted the statisticians in sorting the match statistics information to meet the results team's input format.

Summary

The difficult task of simultaneously operating four football venues, two of them 3,000 miles from Los Angeles, was successfully carried out for the 1984 Games. Great attention was paid to the smallest details to make the participants at the venues feel welcome and comfortable. Elaborate opening ceremonies were held at each of the outlying sites, athlete mini-villages were set up and the host cities were decorated with the Olympic Look. The end result was not only an exciting tournament but also the largest spectator turnout for any Olympic sport in 1984. Nearly 1.5 million fans turned out at the four sites, with the largest crowd being 101,799 at the finals at the Rose Bowl in Pasadena, the main stadium for football.

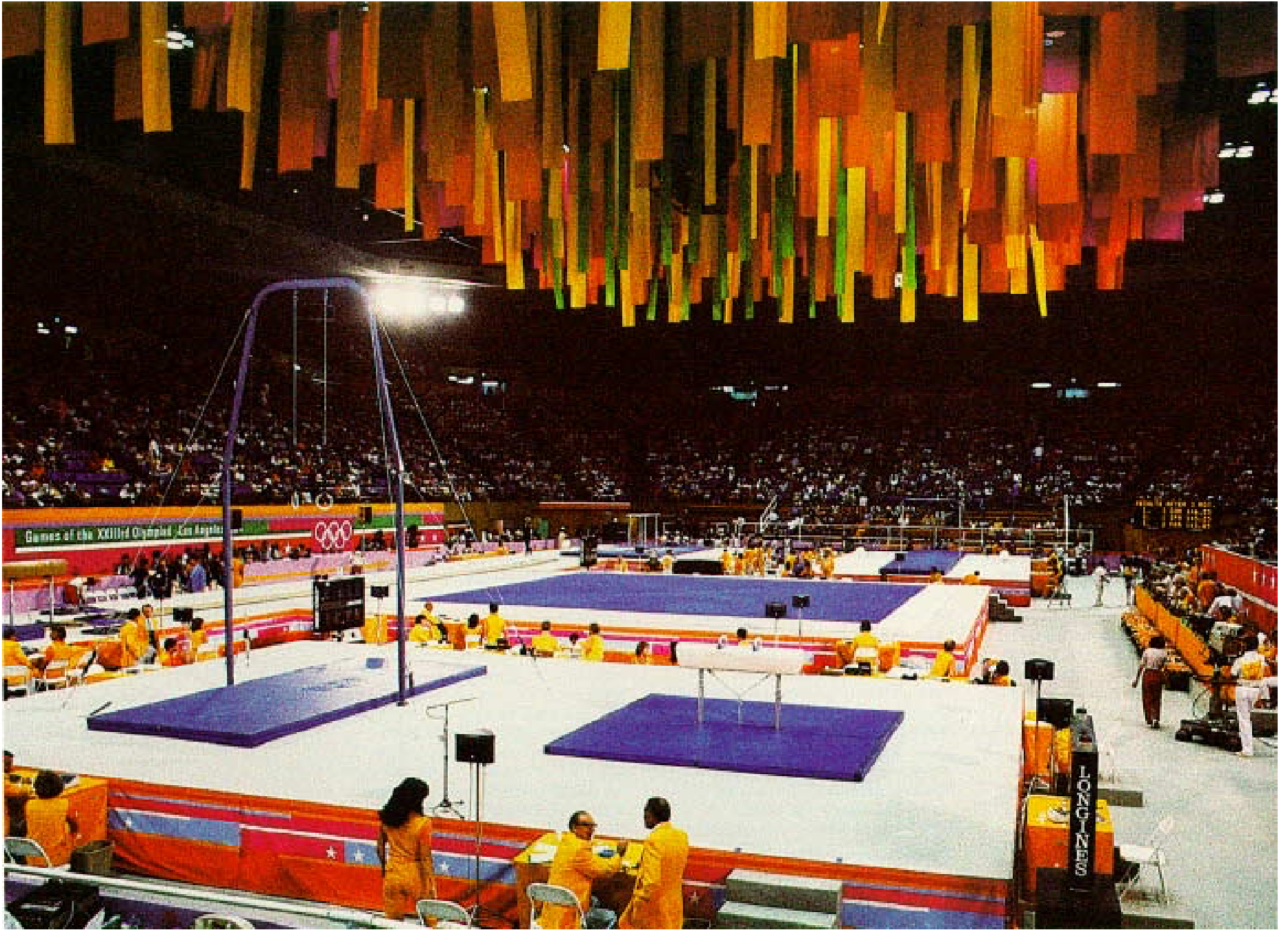
FIFA field requirements meant the LAOOC had to go to great lengths to find four stadiums with adequate seating and field of play standards. Because four such fields did not exist in Southern California, the concept of utilizing two paired sites on the East Coast and two on the West Coast was developed for first-round matches. All travel costs and arrangements were paid by the LAOOC. The LAOOC also covered all room and board costs above those normally charged at the Olympic villages.

Although LAOOC football organizers faced a tremendous challenge, the concept of the East Coast competition sites brought the Olympics to thousands of fans who otherwise would not have been able to witness an Olympic event.

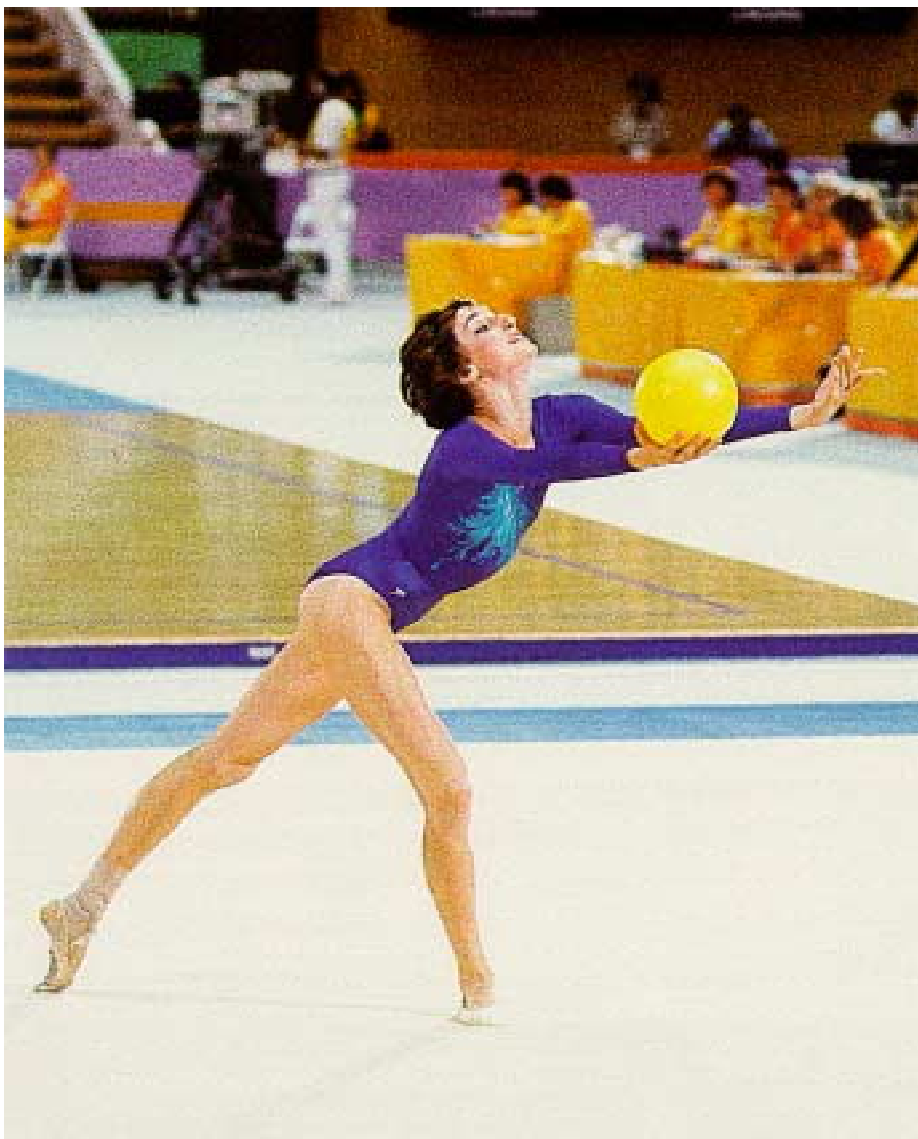
LAOOC/Football staff totals

Rose Bowl	
Access Control	29
Ceremonies	1
Community Relations	1
Competition	130
Concessions	2
Construction	3
Finance	11
Food Service	12
Government Relations	1
Health Services	35
Language Services	8
Material Logistics	3
Press Operations	20
Protocol	27
Public Information	8
Security	2
Spectator Control	325
Technology	34
Television/Film	1
Ticketing	29
Transportation	41
Venue Management	34
FIFA Secretariat	8
Youth	4
Rose Bowl totals	751*
Stanford totals	706*
Annapolis totals	278*
Harvard totals	260*

*Totals do not include contracted staff



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71

**30.09.11
Gymnastics**

Knowing that the attention of the world would focus on the popular sport of gymnastics early in the 1984 Games, the LAOOC set the stage for a successful and crowd-pleasing competition at the Edwin W. Pauley Pavilion on the campus of the University of California, Los Angeles (UCLA). The gymnasts were spotlighted on a specially built podium in the brightly decorated arena where sell-out crowds attended every session.

The entire UCLA campus became an Olympic showplace, not only was the gymnastic competition held there, but an Olympic village was also created there and the tennis competition was held in a new stadium adjacent to Pauley Pavilion. The athlete village housed more than 3,500 athletes and delegates in existing dormitories in a

casual park-like setting. Tickets for the demonstration sport of tennis at the 8,000-plus seat Los Angeles Tennis Center sold out quickly after going on sale.

The proximity of the two venues and the village allowed some services such as transportation and media facilities to be shared among all three and some staff to be shared between gymnastics and tennis. Schedules for the two venues did not overlap, preventing traffic congestion. Artistic gymnastics began 29 July and ended 5 August, while tennis ran 6-1 1 August. For the first time in Olympic history, rhythmic gymnastics was a medal sport with competition taking place 9-1 1 August at Pauley. With tennis competition in the mornings and afternoons and rhythmic gymnastics in the evenings, there were no problems with spectator parking for those two events.

Compulsory and optional competition for artistic gymnastics ran from 29 July to 1 August. The women competed on 30 July and 1 August in two sessions a day, with two sub-divisions within each

70 Pauley Pavilion is awash with color as set up for the men's team competition.

71 Rhythmic gymnastics makes its debut in the Olympic Games in 1984.

session. For the men, compulsory and optional competition on 29 and 31 July was divided into three sessions each day. The original gymnastics schedule included 12 men's and 12 women's teams in addition to individual competitors. Because of the boycott, only nine men's teams and nine women's teams and the various individuals actually competed. The schedule was not modified, however, allowing a smaller number of teams (two or three, instead of the original three or four) to compete in each session. Once all-around competition began on 2 August, one session per evening was scheduled through the individual finals on 4-5 August. Romania won the women's team gold medal with 392.20 points, with the United States taking the silver with 391.20 and China capturing the bronze with a 388.60 total. The United States' Mary Lou Retton was the women's all-around winner with a 79.175 total, just edging out Romania's Ecaterina Szabo who totaled 79.125. Szabo's teammate Simona Pauca captured the bronze with 78.675. Individual event gold medalists were: Szabo (ROM), horse vault, 19.875; (tie) Julianne McNamara (USA) and Ma Yanhong (CHN), uneven bars, 19.950; (tie) Szabo (ROM) and Pauca (ROM), balance beam, 19.800; Szabo (ROM), floor exercises, 19.975.

In the men's team competition, it was the United States edging out the Chinese for the gold medal, with the U.S. scoring 591.40 to 590.80 for China. Japan took the bronze with 586.70. The men's all-around gold medal went to Japan's Koji Gushiken with 118.700. Peter Vidmar of the United States was second with 118.675, and Li Ning of China took the bronze medal, scoring 118.575. Individual event gold medalists were: Li (CHN), floor exercise, 19.925; (tie) Vidmar (USA) and Li (CHN), side horse 19.950; (tie) Gushiken (JPN), and Li (CHN), rings, 19.850; Lou Yun (CHN), horse vault, 19.950; Bart Conner (USA), parallel bars, 19.950; Shinji Morisue (JPN), horizontal bar, 20.000.

Canada's Lori Fung became the first gold medalist in rhythmic gymnastics, scoring a 57.950 in the four combined events (hoop, ball, clubs and ribbon). Doina Staiculescu of Romania was second with 57.900 and Regina Weber of the Federal Republic of Germany finished third at 57.700.

Field of play

Installation of a one-meter-high podium inside Pauley was the LAOOC's primary construction task at gymnastics. The podium elevated the artistic gymnastics apparatus and gymnasts could perform without the usual clutter of tables, chairs and scoring devices which were placed around the perimeter of the platform at floor level. The entire podium and surrounding

floor was covered in a light gray carpet, resulting in a clean, uncluttered field of play. Complex wiring systems (telephone, sound, electrical, scoring) were placed either under the floor carpet or under the podium. One of only a few of its kind in the world, this podium had been used at the 1976 Montreal Olympics. AMF (the equipment supplier), purchased the podium from the LAOOC, which had purchased it from Ramon Ltd., the Canadian firm which manufactured it. Ramon Ltd. set it up in a warehouse in the summer of 1983 in order to train an LAOOC construction supervisor. It was used for the 1983 McDonald's International Gymnastics Championships at Pauley Pavilion and it took an untrained crew of 25 in addition to the trained construction supervisor to set it up.

The original agreement with UCLA set 7 July as the day the LAOOC would have complete access to begin construction at the gymnastics facilities. However, the LAOOC was granted an earlier, conditional move-in day of 18 June. Wiring and electrical work was started earlier than planned and once it was completed, the podium was installed in three days. Some additional pieces were constructed to enlarge the podium at the high bar/uneven bar area and to have spare parts for broken or damaged units. Because the men and women performed on alternate days, apparatus had to be changed on the podium every evening after competition finished. This procedure took the events crew of 10 plus six AMF equipment representatives about 90 minutes each night. Equipment was stored either under the podium or in nearby storage rooms. Upon conclusion of the artistic competition 5 August, the podium was struck in about 12 hours to prepare the rhythmic gymnastics setup. This mid-Games construction procedure was as follows:

- Removal of gymnastics apparatus
- Removal of podium
- Removal and resetting of the judges' tables and platforms
- Removal and resetting of technology equipment, including telephones, Swiss timing and sound and electrical connections
- Resetting of ABC cameras
- Pull-out of existing bleachers
- Resetting of platforms and scaffolding
- Resetting of Look items
- Reworking of carpeting
- Installation of rhythmic competition floors

Two rhythmic competition carpets of blue, bound in white were placed on either side of a raised, wooden competition floor. The wooden floor was a federation requirement but not one rhythmic gymnast used the surface during the entire competition. However, the wood floor was used for a team rhythmic demonstration at the end of competition each night. The entire changeover from artistic to



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rhythmic took place in a 24-hour period from 2100 on 5 August to 2000 on 6 August.

Moving the artistic gymnastics apparatus in and out of Pauley and the training sites took a cooperative effort from AMF, two private moving companies and the LAOOC Material Logistics Department. Six-and-one-half 45-foot trailers of equipment were unloaded in six hours by 15 moving company crew members and 30 AMF representatives and moved into the three training gyms in the Wooden Center. AMF then set up the apparatus in about 16 hours. For the two training gymnasiums at the USC Village, two-and-one-half 45-foot flatbed trailers of equipment were unloaded by a crew of 12 in about five hours. The more fragile competition equipment that was used on the competition podium (one set each of men's and women's apparatus) was sent directly to Pauley by AMF and set up after the podium was installed and most of the arena construction work finished. Two more trailers containing auxiliary equipment for the podium, such as custom-made mats, were set up at the same time in Pauley by the AMF crew.

The artistic gymnasts trained primarily in the Wooden Center at UCLA where four gym setups were provided for men and four for women. A fifth setup for both men and women was provided at the USC Village. Equipment was identical for all sites and included a full set of AMF apparatus, a complete spring floor and AMF mats and springboards. The competition warm-up site in Yates Gymnasium (at the Wooden Center) basically had the same equipment and mat setup as the podium. Teams trained alone for four-and-one-half hour periods each day

72 Judges confer on the floor of Pauley Pavilion before entering scores.

Sports Administration and Competition Management

and had the option of scheduling additional training on a sign-up basis. Training for rhythmic gymnasts was scheduled at three sites for three-hour periods. Podium training was scheduled on 7-8 August with an hour allotted for each individual. Competition warm-up took place both at Pauley and at the Wooden Center.

Artistic gymnastics training sites with complete equipment sets

Site	Women	Men
Yates Gym/UCLA Wooden Center	1	1
Pardee Gym/UCLA Wooden Center	0	2
Collins Gym/UCLA Wooden Center	3	1
Physical Education Building/USC	1	1

Rhythmic gymnastics training sites with equipment sets

Site	Sets
Marymount High School/ one mile from UCLA	2
Venice High School/ 18 miles from USC	2
USC Village	1

Four days of podium training in Pauley on 24-27 July provided the athletes with the opportunity to practice under the same schedule and conditions as the first four days of competition and allowed LAOOC staff to undergo a

formal dress rehearsal. The draw on 19 July during the FIG Congress, which determined the order of competition for 29-30 July (men's and women's compulsories), applied to podium training as well. The same schedule was used for the third and fourth days of podium training. The media was allowed to view podium training under the same restrictions as actual competition and this solved the problem of having training sites in areas of the village that were off-limits to the press. The gymnastics commissioners also invited venue volunteers and guests to view certain sessions of the last two days of podium training, giving hundreds of "gymnastics family" personnel who were unable to obtain competition tickets the opportunity to see the world's top gymnasts.

Sports administration and competition management

Pauley Pavilion served gymnastics competition needs extremely well but it did not possess the kind of office space and media facilities needed for an Olympic event. Therefore, the LAOOC contracted with UCLA to use the first floor of a nearby office building (the Morgan Center) for competition and management staff offices, FIG offices and meeting rooms and a press interview room. Although the LAOOC

was able to move into Pauley Pavilion early (18 June), the gymnastics staff did not have access to the Morgan Center until 7 July. The LAOOC was responsible for moving UCLA's office equipment from the first floor of the building and storing it before moving in its own office equipment and telephone system. Some departments such as Technology, Finance, Health Services and Spectator Services were able to use existing space in Pauley. Food Services used a grassy, enclosed field south of Pauley to feed staff from gymnastics and tennis. Television and telephone trailers were also parked on the field. Press Operations' need for a large area for a sub-center was filled by utilizing the Ackerman Student Union, about 200 yards from Pauley. A very large ballroom was used as a media work room for tennis, gymnastics and village needs. From a shared staff and equipment standpoint, this worked extremely well. But media needing to file stories quickly after competition could not easily get to Ackerman because of the congestion caused by spectators and village visitors in the area between Pauley and the sub-center.

A lack of adequate parking on campus meant the LAOOC had to shuttle the majority of staff for the two UCLA venues and the village from a parking area one-and-one-half miles from UCLA. Shuttle service was provided 21 hours per day (0400-0100) from 7 July through the end of the Games. Spectator parking was scattered

around the campus and was pre-sold by UCLA Parking Services to many ticket-holders and over-crowded parking conditions that were expected never occurred.

Space for scoring and results management was basically included on the field of play, although Swiss Timing had a room adjacent to the field of play and the technology and results management offices were located off the arena concourse. The complexity of gymnastics scoring required that several different groups work together. Swiss Timing provided mechanical judging devices, scoring boards, posted scoring results boards and the superior judges' controls. Computerland of Allentown, Pennsylvania, provided programming and computers for the compilation of start lists, scores and standings; manual scorers provided a backup system of scoring and a results management team reported official results after they had been tabulated by Swiss Timing and double-checked by both the manual scoring system and the personnel from Computerland. As the judges scored each gymnast's performance, an electronic relay from the superior judge flashed the scores via a monitor to Swiss Timing, Computerland and the results management team. Swiss Timing



73 All competitions in artistic gymnastics are held on a podium raised one meter off the floor.

tabulated the four judges' scores which were then flashed on the electronic monitors around the apparatus being scored while Computerland and the manual scorers compiled results. The system worked well because of Computerland's expertise in scoring gymnastics meets but the results management team did not have a computer program advanced enough to compile individual standings after each rotation.

A unique athlete security situation was created at gymnastics because Pauley Pavilion was bordered on the north side by the village (with a security fence separating the two); on the west side by the tennis venue and on the east side by the main entry for the village and the Morgan Center, where gymnastics venue staff offices were located. A great deal of congestion developed at the one remaining side where spectators and visitors to the area gathered. Because the gymnastics warm-up facility was located at the Wooden Center just beyond the village fence, the Federation Internationale de Gymnastique (FIG) insisted a secure route be provided between the two. The LAOOC decided to build a three-story scaffold bridge between the Wooden Center and Pauley. Visually, the archway was an impressive structure that became one of the most photographed symbols of the UCLA Village. Large Olympic rings hung on the white scaffolding and flags of all 140 participating nations stood behind the bridge, creating an impressive picture.

Some drawbacks to the bridge plan developed when athletic trainers, equipment personnel, language services staff and press operations staff needed access to the Wooden Center. Because Wooden was inside the village, bridge access privileges were initially limited to only athletes and coaches. A similar security problem developed because the press interview room was located in the Morgan Center. Since Security did not want athletes mingling with the public outside the arena between Pauley and Morgan after competition, the athletes had to cross the bridge to the Wooden Center, exit Wooden and then exit the village through a special security gate into the Morgan Center. This procedure was cumbersome for athletes who usually were fatigued after competition and frustrating for journalists who were on deadline and had to wait for the athletes at the interview room.

From the standpoint of providing a protected route for the athletes, the bridge worked very well but it created access problems for staff that were never resolved and did nothing to keep the athletes warm before competition because it was not a completely enclosed structure.

Volunteers and paid staff at gymnastics totaled 646 (not including transportation) and nearly 100 staff members were shared with the tennis venue. The Material Logistics, Food Services and Technology departments were entirely shared while other departments such as Press Operations and Spectator Services were partially shared. Because the two venues were so close and schedules did not overlap, the idea of shared staff and services was excellent, although tennis management felt it should have had a sport-specific staff. Services such as concessions, security and maintenance were provided by contracted staff.

LAOOC / Gymnastics staff totals

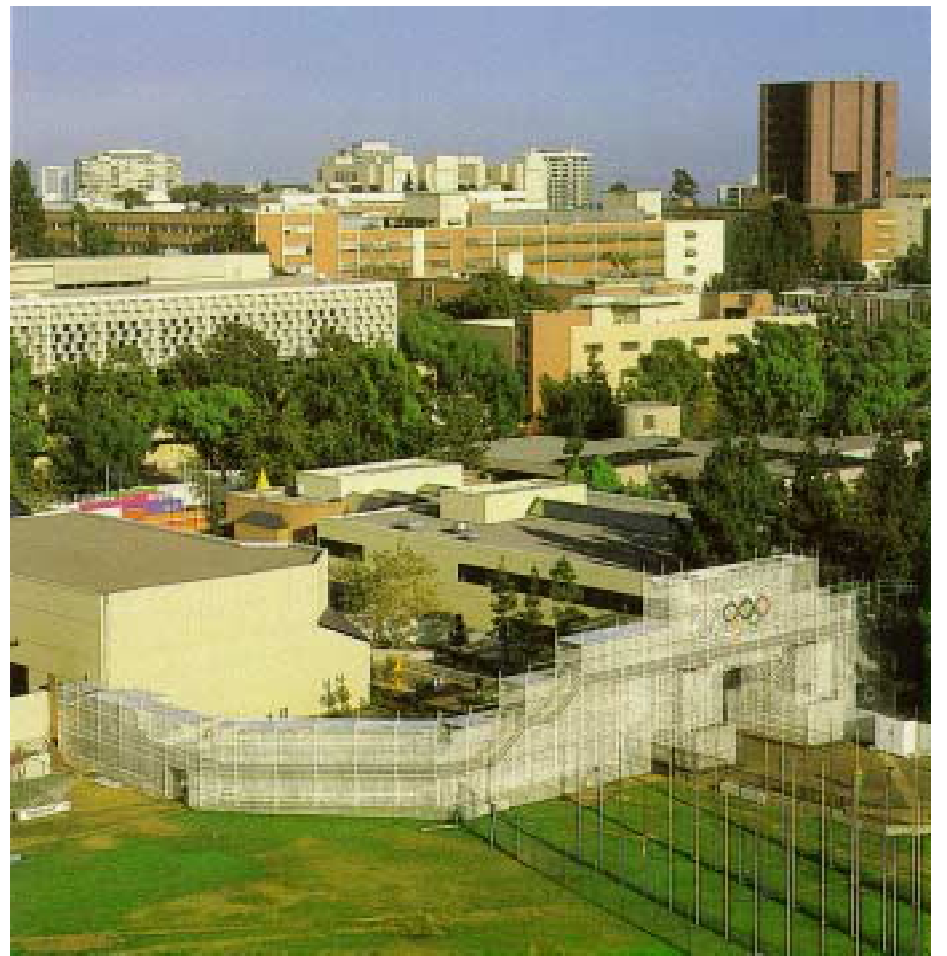
Access Control	90
Competition	139
Concessions	3
Finance	9
Food Services	17
Health Services	35
Internal Audit	5
Language Services	16
Material Logistics	7
Patron Program	1
Protocol	22
Public Information	2
Security	2
Spectator Services	124
Ticketing	11
Venue Management	14
Press Operations	50
Technology	63
Telecommunications	34
Television/Film	2
Totals	646*

*Totals do not include contracted staff

Summary

More scores of 10 than ever were posted by Olympic artistic gymnasts in 1984, thrilling sell-out crowds at Pauley Pavilion on the campus of UCLA. Pauley served well as an arena for gymnastics and the athletes were showcased on an impressive one-meter-high podium that was built to raise the apparatus and provide a clean, uncluttered field of play. The podium provided a better view of the competition for everyone from spectators and the television audience, to photographers. The podium and the entire floor of the arena was carpeted, giving the arena a plush, professional look.

The proximity of an Olympic village and a second venue to the gymnastics venue created a number of unique situations. A visually impressive bridge was built between Pauley and the Wooden Center in the village to allow athletes a safe passageway to the



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competition site after they warmed up. But the bridge itself created many access problems for staff. About 100 staff members were shared between gymnastics and tennis and staff from both venues ate meals at the same site. A majority of the staff for the village and the two venues were bused to the campus from a large parking lot a mile away. Pauley Pavilion lacked large meeting rooms but UCLA was able to provide nearby office space for venue management. Some press facilities were shared with the village and tennis and were located slightly farther away and in a more congested public area.

The gymnastics venue required some extensive construction and setup operations. Besides building the actual podium, apparatus on the podium had to be changed over to a men's or women's setup each night. As soon as artistic gymnastics concluded, the LAOOC was faced with a quick changeover to rhythmic gymnastics. An incredible effort by venue staff was required to remove the podium and artistic equipment and set up the rhythmic floors in just under 24 hours. Two days of rhythmic training gave much of the venue staff a rest before competition began on 9 August. It marked the first time rhythmic gymnastics had been contested as an Olympic medal sport.

74 A major element in the temporary modifications for the gymnastics competition included this scaffold bridge which provides a secure pathway for athletes between warm-up and competition areas.



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**30.09.12
Handball**

Before the 1984 Olympics, handball was not well-known in the United States. But nearly 13,000 spectators turned out for the men's final at The Forum in Inglewood, California, site of the Olympic basketball competition. The men's preliminary matches and the entire women's tournament was staged at Titan Gymnasium at California State University at Fullerton. The capacity of the gymnasium was reported to be 3,300 but 3,700 spectators packed the facility for the evening session on 31 July and most of the other sessions were sell-outs.

Eleven days of preliminary competition were held in Fullerton, with men and women competing every other day. Two sessions were held each day for men's pool play while one session was scheduled for each day of women's competition. The men's teams were divided into two groups of six and round-robin play within each group determined pairings for the final round. The two sixth place teams in each group played for eleventh and twelfth places, the two fifth place teams in each group played for ninth and tenth places, and so on. Matches to determine fifth through twelfth places were held in Fullerton on 10 August. The LAOOC then faced the challenge of converting The Forum into a handball venue for the men's medal games on 11 August. Yugoslavia emerged from its pool in first place with four wins and

one tie while the Federal Republic of Germany won all five of its pool games. Then in an exciting match for the gold medal at The Forum, Yugoslavia edged the FRG, 18-17. Romania defeated Denmark for the bronze medal, 23-19, also at The Forum. Bjorn Jilsen of Sweden led all scorers in the tournament with 50 goals and 16 assists. For the women, a single round-robin tournament was played entirely at Fullerton. Yugoslavia won the gold medal by virtue of its five wins in pool play. Korea took the silver medal after compiling a pool record of three wins, one loss and one tie. China was third with a record of two wins, two losses

75 This third place match between Romania and Denmark takes place in The Forum just hours after the basketball competition was concluded.

and one tie. Yugoslavia's Jasna Kolar-Merdan totaled 48 goals and six assists in five games to lead all women's scorers.

Field of play

A synthetic playing surface made by the BAT Taraflex Company was used for all handball games. At Fullerton, the LAOOC had the task of laying down the 29-meter by 42-meter Taraflex Sport M Green 512 T surface over an existing basketball court that was slightly smaller in both width and length than the Taraflex court. For this reason, about one-fourth of the existing lower level bleacher seats had to be eliminated. The actual competition area was a green, 20-meter by 40-meter zone while the out-of-bounds area was orange. An identical but entirely green playing surface was installed at Santa Monica College, one of the handball training sites. On the morning of 10 August, a special handball conversion crew consisting of five LAOOC material logistics staff members, four handball staff members, five staff members hired by BAT Taraflex and one technical representative of BAT Taraflex removed the playing surface at Santa Monica College. Later that afternoon, the flooring was trucked to The Forum and staged in the south tunnel. Upon the conclusion of the men's matches for 11th and 12th places at Fullerton, the officials' platforms were dismantled and sent to The Forum. As soon as the medal ceremony for basketball concluded that same evening, a combined work force of The Forum staff and LAOOC handball staff began the 12-hour task of cleaning and converting The Forum from a basketball venue into a handball venue. Participating country flags and pictograms were appropriately replaced and scoreboard signs were converted. A crew made up of Forum personnel removed the 37,800-pound basketball court and fork-lifts were used to remove the lower-level seats on the east side of the arena. Two BAT Taraflex technicians helped several members of the LAOOC handball staff install the Taraflex surface. Catch nets were installed and the court was relined with white marking tape. New Porter goals were installed and the officials' platforms and team benches were set up opposite the Olympic Family seating area. The results management team's setup had to be relocated and ABC cameras were repositioned. A final wet mop of the Taraflex surface was completed by 1100 on 11 August, three hours before the scheduled gold medal match. In an attempt to televise the match to a large, European audience during prime time hours, the gold medal match began at 1400 hours, preceding the bronze medal match.

Locker room space was more than adequate at The Forum, but at Fullerton, one large locker room had to be sub-divided to accommodate three teams. Athlete warm-up areas were small and lacked air-conditioning at Fullerton, so fans were installed. Inside the 12-meter by 20-meter warm-up room, two goals were placed on the wood floor and nets were hung to protect the walls. The air-conditioning system was excellent in Titan Gymnasium and maintained temperatures at 67 degrees. No warm-up facility was provided at The Forum, though teams were allowed an extended warm-up period of up to one-half hour on the competition surface. At Fullerton, a 10-minute, combined team warm-up period on the competition surface was provided before each game.

Adidas supplied 297 Jet men's balls and 148 Bang women's balls which were divided among the training and the competition sites. Adidas also provided air pumps, needles and ball bags. The Porter Equipment Company of Chicago, Illinois, supplied all goals, goal nets, catch nets and railing padding. Goals were nearly perfectly measured to within 1 to 1.5 millimeter tolerance. Porter technicians provided all set-up and performed minor repairs on the equipment. A clever system of attaching the goals to the playing surface with velcro-type material aided technicians in the quick set-up and tear-down of the two-meter by three-meter goals. Porter also designed, fabricated and installed a protective padding for the spectator railing on the east side of the Fullerton gymnasium. Two goals, three goal nets and two catch nets were provided for the training site at Santa Monica College; four goals, five goals nets and four catch nets were provided at the training site at California State University at Dominguez Hills and seven goals, 11 goal nets and four small catch nets were provided at the competition site. Three goals and three goal nets were stored until needed at The Forum, while other items, such as the Taraflex floor at Santa Monica College, were transferred to The Forum just before the finals.

The heaviest demand for training occurred at Fullerton, as expected. Not only did athletes want to become familiar with the competition field of play, but an outdoor pool with a surrounding athlete lounge area became very popular with the competitors. Santa Monica College was the second most preferred training site because it offered a 20-meter by 40-meter BAT Taraflex surface identical to that at Fullerton and was close to both the UCLA and USC athlete villages. Two 20-meter by 37-meter hardwood courts were available for training at California State University at Dominguez Hills, but were not heavily utilized because they were slightly shorter than regulation courts and were made of wood instead of the Taraflex surface. Teams were allowed



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a minimum of one two-hour training session per day between 0800 and 2000. LAOOC competition staff thought training hours should have been extended to 2200 since evenings proved to be popular for training.

76 The Olympic Look takes its place at California State University at Fullerton, site of preliminary handball competition.

Training sites	From USC	From UCLA
Titan Gym (Fullerton)	64 km (40 miles)	45 km (28 miles)
Dominguez Hills	35 km (22 miles)	26 km (16 miles)
Santa Monica College	26 km (16 miles)	10km (6 miles)

Sports administration and competition management

Most staff at Fullerton were divided into two work shifts per day. Existing office and classroom space at Fullerton gave the LAOOC most of the venue office space it needed. Trailers were brought in for food storage and a post office and tents were erected for ticket information, an athlete lounge and the staff entrance.

A video-viewing service was provided for the athletes but was rarely used, partly due to the availability of tapes at the villages.

Construction at the venue was minimal and primarily limited to set-up of the field of play. A mid-Games construction emergency occurred when a spectator railing collapsed during a match at Fullerton. A few spectators sustained minor injuries and the venue construction crew immediately repaired and reinforced



77 California State University at Fullerton is ready to begin Olympic handball competition.

78 Wemgart Stadium at East Los Angeles College provides ample room for all facets of the hockey competition, including the held, shaded team areas and scaffold structures for the host broadcaster.

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the railing. A new scoreboard was erected at Fullerton, including a time clock, and areas for match score and country names. An existing scoreboard was utilized at The Forum.

The statistics crew for handball consisted of three persons; one to maintain a match report and two to compile goalie and court statistics.

LAOOC / Handball staff totals

Access Control	37
Competition	72 *
Concessions	2
Finance	8
Food Service	8
Internal Audit	2
Language Services	14
Material Logistics	5
Medical Services	31
Press Operations	18
Protocol	14
Security	2
Telecommunications	32
Technology	36
Ticketing	6
Transportation	16
Television/Film	1
Venue Management	1
Totals	305 **

*Totals include public information staff and personnel coordinators

**Totals do not include contract staff

Summary

The small gymnasium at California State University at Fullerton worked well for the majority of the Olympic handball tournament, providing spectators with an intimate, "up-close" view of the action, while the staging of the men's finals at The Forum lent prestige to the event and greatly expanded spectator seating. The final session attracted 12,958 spectators.

A BAT Taraflex playing surface was utilized for all handball games. One Taraflex floor was installed at Fullerton while another served as a training surface at Santa Monica College and later was moved to The Forum for the finals.

In retrospect, the Olympic handball tournament was a success considering that handball previously was not well-known in the United States. Although the boycott of the Games by the Eastern bloc nations kept some of the world's best handball teams from attending, the LAOOC handball competition staff thought it resulted in a highly-competitive tournament because each of the teams that attended the tournament felt it had a legitimate chance for a medal.

30.09.13 Hockey

Newly-refurbished Weingart Stadium at East Los Angeles College (ELAC) was the site of 57 men's and women's field hockey games during the 14 days of the 1984 Olympic Games. The stadium face-lift was part of a series of improvements around the campus over a period of two years that included the permanent installation of a new artificial playing surface called "Super Turf 84" for the hockey competition.

The Weingart Foundation, a non-profit philanthropic California corporation, pledged more than \$3.2 million to help refurbish the ELAC stadium including installation of the Super Turf field and an all-weather synthetic track made of Regupol. Additional improvements were made to the stadium and surrounding area.

The field hockey competition schedule was grueling, with five games per day scheduled on six of the 14 days of competition, and four games scheduled on most of the other days. The competition commenced the day after Opening Ceremonies and concluded the day before Closing Ceremonies, with no rest days scheduled. Most of the venue staff of 642 (excluding contractors) was

divided into two shifts each day, though management generally worked the entire day.

Twelve men's teams were divided into two pools and round-robin play within the pools determined the semifinal pairings. The winner of each pool played the second place team in the other pool. The winners of those matches played for the gold medal and the losers played for third and fourth places. Cross-pool play determined fifth through twelfth places. In semifinal action, Pakistan edged Australia, 1-0, and the Federal Republic of Germany defeated Great Britain, 1-0. Then, before a crowd of 16,731, the largest of the tournament, Pakistan defeated the Federal Republic of Germany, 2-1, to win the gold medal. In another one-goal game, Great Britain beat Australia, 3-2, to capture the bronze medal.

For only the second time in the history of the Games, women competed in hockey. Round robin play among the six participating nations determined the final rankings. Holland won four

games and tied one to win the gold medal, while the Federal Republic of Germany finished with a record of two wins, one loss and two ties to take home the silver medal. The United States women earned the bronze medal with a record of two wins, two losses and one tie, after edging Australia, which finished with the same record, in a penalty stroke play-off, 10-5.

Field of play

In 1982, work started on the refurbishment of the stadium. Construction focused on installing the Super Turf artificial surface, made by Super Turf International of Garland, Texas. An asphalt base was covered with a one-half-inch foam pad, then covered with tightly-packed three-eighths-inch tall artificial grass resulting in a fast, springy playing surface. The turf was installed in July 1983 and was used by the college during the year preceding the Games. In addition to the competition field, which measured 180 feet by 300 feet, a half-field covered with the same artificial surface was located just south of the main stadium for warm-up and training. The extremely popular Super Turf surface was laid over existing outdoor volleyball courts and was removed after the Games. A third

field, a regulation-size natural grass field, was available for training but was rarely utilized.

Very warm temperatures in the East Los Angeles area necessitated frequent watering of the competition pitch to keep the field cool. The watering also helped prevent injuries and reduced friction on the ball by keeping the ball on the surface. Four two-inch hoses were used to water the field before and after each game and during halftimes. The field was soaked each evening and at midday between sessions in order to keep the field wet during play. The soaking kept the sub-surface wet and meant the watering crew could periodically touch up dry patches at the surface. The locations of the dry areas varied, depending on the time of day, temperature and wear and tear from previous games. Up to eight staff members were used to water the key areas, with two or three persons usually assigned to each hose. The LAOOC competition staff recommends permanent sprinkling systems be installed at future Olympic hockey fields to eliminate constant, manual watering of the turf.





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79 The Australian team in conference during the competition.

During the pre-competition phase from 14-27 July, daily training times on the Super Turf pitch, the Super Turf half-field and the full grass field were between 0800 and 2000 hours. Teams were scheduled on the competition field on a rotating basis so that every team had the opportunity to train on each field. If a team assigned to train on the highest grade training pitch (the competition surface) declined to train during its allotted time, the team scheduled on the next highest grade training area was moved to the more desirable area. Because only a few teams arrived during the first week, only the competition field was utilized. Demand for training times increased during the second week of training but the grass field was still not needed. Teams often paired up for training periods, which meant only half to two-thirds of the assigned training times for the other two fields were filled. Because the grass field was ignored, the field crew there was assigned to the other fields. No training was scheduled on 28 July. Once competition began on 29 July, practice was restricted to the two training fields, except on 8 August when the

women were allowed to use the competition field. The grass field was never utilized, however, because of the preference of the teams to train on the half-field in order to simulate the playing conditions of the Super Turf surface. As it was, only 75 percent of the available time on the half-field was used during the first week of the tournament. By the second week, only 33 percent of the available time was utilized.

Kookaburra Dimple balls were provided by the A.G. Thompson Company of Australia for both training and competition. Each of the 12 men's teams and six women's teams were sent 20 balls late in the spring of 1984. When the teams arrived in Los Angeles, each team was given 20 more balls. Including competition balls, 960 Kookaburra balls were used in all. The Porter Equipment Company of Chicago, Illinois, provided competition goals and nets at all three fields as well as one spare set of goals at each field.

The competition field was surrounded by a 12-inch barrier net placed 10 to 12 feet from the sidelines and 30 feet beyond the endlines, to keep balls from rolling away from the field. Ninety-one youths from the Los Angeles area were used for putting balls in play, watering the field, passing out refreshments for athletes and officials and assisting with locker room duties. Duties for the ball persons rotated daily and each person worked two of every three days. Eight ball persons were required for field duty per match with two placed on each side of the field. Balls were put into play from the side of the field by the ball person placing a new ball on the line where the competition ball had gone out-of-bounds. When a ball went over the end line, the ball person on the nearest sideline raised one hand and rolled a ball to the player who required it. Each ball person was equipped with two balls to prevent long stoppages of play. The ball person's priority was to put the ball in play and not to retrieve a competition ball that had gone out-of-bounds.

All venue contact with competing teams was handled by two team administrators and several schedule coordinators. Due to the unexpected amount of training by the teams during competition, the team administrators helped revise transportation schedules during the second week of competition. Though most teams preferred to return to the villages to eat, the team administrators or schedule coordinators helped deliver box lunches to the athlete lounge to those who ordered them. The schedule coordinators also prepared half-time refreshments and delivered them to the ball persons at the field. Each team received its own tray and a third tray was provided for officials. The trays were brought to the field ten minutes before half-time of each scheduled match. Refreshments were also provided in the locker rooms at the end

of each match. Another service the schedule coordinators provided was notifying their assigned team to warm up or go to the stick check area when a preceding game went into overtime. The schedule coordinators also helped rearrange transportation for teams that played an overtime game. Finally, an important post-game service provided by either the team administrator or schedule coordinator was coordinating press interviews or doping control with the team manager.

An athlete lounge area located in tents at the half-field warm-up area proved very popular with the athletes. Electronic Messaging System terminals were available along with a large-screen television. Tables with umbrellas and chairs were provided and athletes were encouraged to eat lunch there.

Because an extremely large locker room was available at the ELAC gymnasium where venue management was housed, the LAOOC was able to assign a locker and lock there to every competitor and official for the duration of the Games. The locker room was divided into two sections (one for men and one for women) and lockers were numbered and grouped by NOC. A separate locker room facility at Weingart Stadium provided six individual team locker rooms during competition.

Sports administration and competition management

Spectator attendance at Weingart Stadium totaled 150,732 with on-site ticket sales contributing greatly to the total. A crowd of 16,731 attended the men's finals.

In addition to utilizing Weingart Stadium, the LAOOC also used a nearby gymnasium, volleyball courts and adjacent intramural fields at ELAC for office space, venue services and a training area. The scope of construction at the venue included numerous permanent and temporary improvements. Funding for the permanent improvements was primarily from the Weingart Foundation. The LAOOC supervised all construction, which began in late 1982 and continued until July 1984. Permanent improvements included the following:

- Replacement of the existing stadium football field with a synthetic playing surface provided by Super Turf
- Installation of a synthetic running track by Regupol
- Repainting of the entire stadium facility, inside and out
- Installation of a four-inch waterline with five couplers around the inner perimeter of the stadium wall for watering the synthetic playing field
- Installation of a new public address system

- Upgrading of the stadium wheelchair access provisions, including addition of wheelchair platforms, parking accommodations, signs and restroom facilities
- Refurbishment of the locker rooms, press box and stadium office facilities
- Completion of a new 60,000-square-foot intramural hockey field
- Installation of signs renaming the stadium "Weingart Stadium"

Other lasting improvements made around the campus included refurbishment of the campus tennis courts and campus auditorium and development of a student park.

Temporary improvements at the stadium, provided by the LAOOC, included:

- Addition of shade structures at the 50-yard-line for judges, results input personnel, two competing teams and two teams waiting for the next game
- Provision of a 150-foot by 160-foot synthetic turf warm-up field near the stadium. This was placed on an existing volleyball court where the nets were temporarily removed
- Sub-division of the gymnasium with partitions to provide office work spaces for venue management, Security and Technology
- Installation of white tents for the Olympic Family hosting lounge, athlete lounge, bus drivers' lounge and various access control points where shade was a requirement
- Installation of indoor/outdoor carpet to protect the gymnasium floor
- Addition of temporary electrical power to the gymnasium
- Installation of an eight-foot chain link fence to separate different access-controlled areas such as Press Operations, the athlete lounge and the staff entrance
- Construction of a scaffold bridge to allow the athletes to have private access from their lounge to the field of play
- Addition of temporary hardwall partitions in two of the four existing locker rooms to create two additional locker rooms
- Placement of three awards flagpoles at the west end of the stadium for IOC, LAOOC and federation flags, and placement of flags of the participating nations on either side of the ceremonial flags
- Addition of hardwall partitions in a stadium locker room to create a doping facility and separate the officials' locker room

A shaded judges' platform for six was built on the sidelines at mid-field with the results input area immediately behind it. Shade structures were also provided at the locker room facilities' sideline exit for teams waiting for upcoming games. For teams playing the second or third game of a session, a stick check was held approximately 35 minutes before game time in the pre-

game holding area. A stick check was held on the sidelines five minutes before the first game of a session to keep games on schedule.

Summary

A demanding but successful 57-game Olympic field hockey tournament was played at East Los Angeles College's Weingart Stadium. The 14-day schedule for 12 men's and six women's teams was played in a refurbished 22,000-seat stadium on a new Super Turf surface.

The installation of the artificial turf was completed a year before the Games and improvements were made at the stadium and surrounding areas during the two years preceding the Games, thanks to a large donation by the Weingart Foundation. The Super Turf pitch provided a fast, springy playing surface, and had to be frequently watered to keep it cool and soft. A half-field covered with the same Super Turf surface was temporarily installed for the Games and proved to be extremely valuable in allowing teams to train and warm up on a field with conditions that simulated the competition surface.

Because of the warm, humid conditions at the venue, a shade structure for Olympic Family seating below the press box would have been very popular but was not constructed. Sideline shade structures were provided for teams and officials, however, and were greatly appreciated.

The LAOOC competition staff used eight ball persons per game to prevent delays in the action when a ball went out-of-bounds. Sideline barrier nets stopped the balls while the ball persons put new balls into play. This service was highly appreciated by both the competitors and officials. The ball persons also helped with refreshments and locker room duties.

A crowd of 16,731 attended the final game on 11 August and attendance averaged a little more than 6,000 per session over a period of 24 sessions. A smaller stadium that could have brought the spectators closer to the field might have been preferable, though the facilities at ELAC proved fully satisfactory in all areas and left a legacy for future use by the community.



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LAOOC Hockey staff totals

Access Control	46
Concessions	2
Finance	14
Food Service	9
Competition	157
Language Services	4
Internal Audit	2
Material Logistics	7
Medical Services	37
Press Operations	30
Security	2
Telecommunications	31
Technology	39
Ticketing	23
Transportation	57
Television/Film	1
Youth Coordinator	1
Venue Management	180 *
Totals	642 **

*Venue management totals include Protocol and Spectator Services.

**Venue totals do not include contracted staff.

80 Peter Haselhurst of Australia scores against Spain in a pool match won by the Australians, 3 - 1.



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**30.09.14
Judo**

More athletes from more nations than ever before participated in the 1984 Olympic judo competition. Eight sell-out crowds in as many nights saw 223 athletes from 61 different countries compete in the Eagles' Nest Arena at California State University at Los Angeles (CSULA). Initial concern over the size of the arena (4,300 seats) faded as the site proved to be an intimate and friendly setting for spectators and officials alike. Every seat in the gymnasium provided an excellent view of the competition. Each NOC could enter a maximum of eight competitors, one in each of the seven weight categories and one in the open category. Athletes were not allowed to participate in more than one weight category. All contests in one class or category, including the final,

were held on the same day. One weight class was contested each day from 4-11 August with medals awarded at the conclusion of each event. Two bronze medals were awarded in each category. Competition began at 1600 hours each day and finished between 1815 and 2045, depending upon the number of athletes and the pace of the competition. The preliminary and repechage bouts lasted five minutes, while bronze medal repechage bouts and finals bouts lasted seven minutes. The half middleweight category (up to 78 kilograms) had the most competitors (42) and the greatest number of bouts (48). For the entire tournament, 266 bouts were held.

Thirteen different countries shared the 32 medals awarded in judo. Japan and Korea each captured five medals. Gold medal winners were as follows: Shinji Hosokawa (JPN), extra lightweight (to 60 kg); Yoshiyuki Matsuoka (JPN), half lightweight (to 65 kg); Byeong-Keun Ahn (KOR), lightweight (to 71 kg); Frank

Wieneke (FRG), half middleweight (to 78 kg); Peter Seisenbacher (AUT), middleweight (to 86 kg); Hyung-Zoo Ha (KOR), half heavyweight (to 95 kg); Hitoshi Saito (JPN), heavyweight (over 95 kg); and Yasuhiro Yamashita (JPN), open category.

Field of play

The competition tatami, made by Judogi of France, was elevated by a 75-centimeter-high scaffold platform. Made up of 128 one-meter by two-meter mats, five centimeters high, the 16-meter by 16-meter tatami was divided into a 10-meter by 10-meter zone of competition and a three-meter-wide safety perimeter. The entire tatami was green except for a one-meter red warning zone at the edge of the zone of competition. The carpeted 18.3-meter by 18.3-meter platform added another meter on each side of

81 Judokas grapple at California State University at Los Angeles 'Eagles' Nest Arena.

the tatami. Seated directly adjacent to the north side of the platform were 24 referees. All support officials, the jury, International Judo Federation (IJF) members and the LAOOC competition staff were seated at tables on the south side of the competition platform. A stanchion and chain barrier surrounded the field of play, providing a minimum of five feet between the edge of the platform and any public area. Press seating and some spectator seating was available in bleachers on the west side of the platform and Olympic Family seating was split between the east side of the competition area and the northwest portion of the first-floor bleachers. Most of the spectator seating was located in bleachers on the second level of the gymnasium. Seating for non-competing athletes was limited to about 80 at the floor level because of space limitations and a last-minute change from a planned usage of existing bleachers to portable bleachers. This reduced the total number of seats available so the spectator-athlete overflow was accommodated in the press seating area.

Because the LAOOC had planned for maximum training needs, 17 private training areas with eight-meter by eight-meter tatamis proved more than enough since the need for training space was lessened because some teams had arranged their own training schedules at local clubs. Seven of the training tatamis were set up for the duration of the Games in the first level of the gymnasium and two of those were also used as warm-up areas. The other 10 tatamis were set up on the second level of the gymnasium, overlooking the competition area. On the first few days of competition, these had to be removed each afternoon in order to pull out bleachers in this area, but when training demand fell off sharply, these training tatamis were removed altogether. Twenty-four training tatamis were received from Judogi and the extras were put aside in case spares were needed. The training tatamis had a 250-kilogram density while the competition tatami had a slightly firmer 300-kilogram density.

An Olympic first occurred during the daily weigh-in, when an automatic scale produced a digital tape printout of each competitor's weight on a gummed label that was easily affixed to the athlete's weigh-in form. Weigh-in occurred daily at 0900 and never exceeded one-half hour in duration. At 0800, athletes were allowed to use the official scales for an unofficial weigh-in. All of the athletes who participated in the weigh-in made their weights. Practice scales identical to the official scales were also available to the athletes in the locker room between 14 July and 11 August.

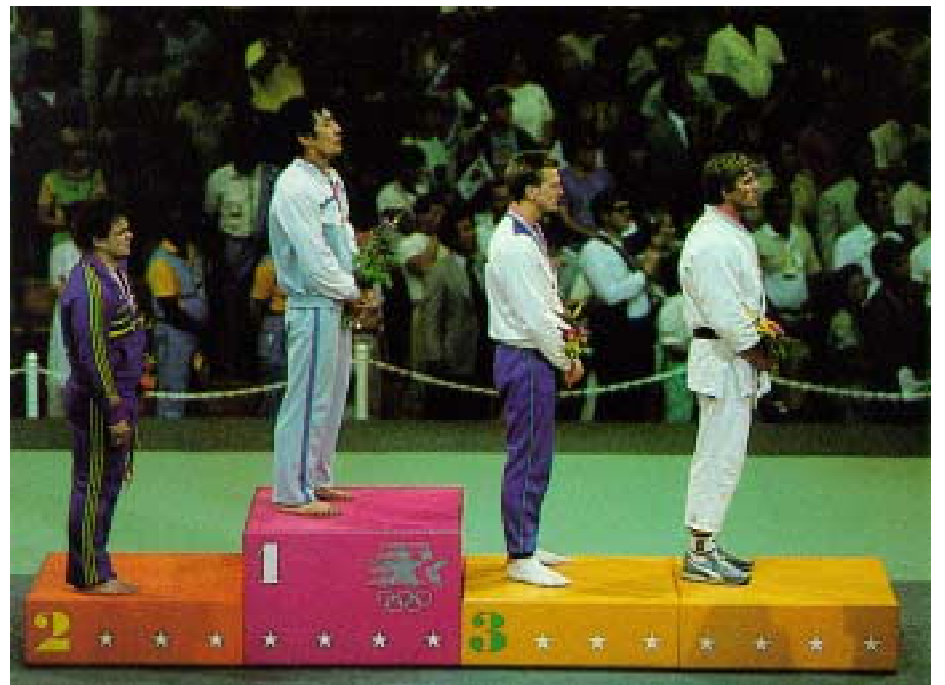
The official draw for the tournament was conducted at 1000 hours on 29 July in the competition hall with participation limited to coaches, team officials and the media. Pictures were taken of the completed board after each weight category was drawn and became extremely valuable when a competitor's name was inadvertently omitted from an approved start list later in the competition. A metal rotating cage with numbered table tennis balls was used to draw the athletes' start positions. As each position was drawn, metal strips with the athletes' names engraved on them were attached to a magnetic competition ladder board.

Three seamstresses at the venue sewed the athlete numbers on the competitors' uniforms.

Sports administration and competition management

Most of judo's space needs were filled by using existing offices, meeting rooms and storage areas. Two dance studios were converted into a press sub-center and an interview room; classrooms were used for technology offices and an IJF hosting room and a locker room was used for the doping control facility. Ten tents and four trailers were brought in to accommodate Food Services, Olympic Family Services, an athlete lounge, telecommunications, staff entry, Materiel Logistics and Spectator Services. Seating for the Olympic Family was severely underestimated and the overflow was accommodated in the original handicapped seating area, where more than enough seating had been planned. Another seating area for the handicapped was set up elsewhere in the arena.

Construction at Eagles' Nest Arena covered a variety of needs. Building the platform for the tatami was of foremost importance, but numerous cosmetic changes were made to the building. Extensive painting was done both inside and outside the gymnasium; all bleachers were reconditioned; additional lighting was permanently installed directly over the field of play; and the spectator entrance was repaved. Although the LAOOC's contracted move-in date was 1 July, a much-needed early access date was granted. This allowed the LAOOC to install security fences and do much of the refurbishing work (painting of walls and reconditioning of bleachers). Some of the other construction tasks at the arena included installing some permanent air-conditioning coils, building a sauna in an equipment room adjacent to the locker room and setting up a public address system between the scorer's table and locker room for call-up of athletes. Portable bleachers supplemented existing bleacher seating and portable air-conditioning units were brought in to provide additional cooling.



82

One construction project that will remain as a permanent reminder of the university's role as an Olympic venue was a large, ceramic mural depicting a variety of Olympic sport scenes. Made up of 7,000 one-foot-square tiles, the nine-ton, 92-foot by 24-foot structure was mounted at the spectator entrance on the west outer wall of the arena.

LAOOC staff at the venue numbered 306 and were supplemented by CSULA concession, maintenance and sound technicians. A dress rehearsal was held 2 August involving every department and function. Bogus tickets were even printed up to train ticket takers. Venue management thought that the realistic rehearsal contributed greatly to the smooth operation of the venue during the Games.

Summary

The 1984 Olympic judo competition attracted sell-out crowds every night to Eagles' Nest Arena at California State University at Los Angeles during the eight days of bouts. The 4,300-seat gymnasium provided spectators with a close, intimate view of the competition, which attracted a record number of athletes and nations.

The competition tatami, provided by Judogi, was elevated on a 75-centimeter-high platform and gave everyone in the arena a better view of the competition. More than enough training tatamis were provided at the venue.

The competition arena received a face-lift as the LAOOC did extensive repainting, reconditioned bleachers and added air-conditioning and lighting. A huge ceramic mural was mounted at the spectator entrance and will remain as a reminder of the 1984 Olympic experience at CSULA.

LAOOC/Judo staff totals

Access Control	42
Concessions	2
Finance	5
Food Services	6
Internal Audit	1
Competition	47
Language Services	11
Material Logistics	10
Medical Services	26
Press Operations	12
Protocol	2
Security	2
Technology	23
Telecommunications	18
Ticketing	1
Transportation	43
Television/Film	2
Venue Management	53
Totals	306

*Totals do not include contracted staff

82 Awards ceremonies were held for each weight class immediately after the conclusion of the competition each night.



83

30.09.15

Modern pentathlon

The LAOOC successfully gave modern pentathlon a separate identity at the 1984 Games by developing a central venue for the sport. Not since the Helsinki Games of 1952 had the modern pentathlon been staged in one location. The decision to hold four of the five modern pentathlon events at Coto de Caza, a scenic resort residential community located 54 miles (87 kilometers) south of Los Angeles in Orange County, resulted in sell-out crowds on each of the four competition days and provided Orange County with a showcase Olympic event. Swimming was held 20 miles (32 kilometers) away in Irvine, California. The alternative would have been to stage the five modern pentathlon events miles apart at the individual sport venues—the riding event at Santa Anita, fencing at Long Beach, swimming at the

University of Southern California, shooting at Prado Park and running at a fifth site. Traveling time to and from these spread-out sites for training and competition would have been a disservice to the athletes.

In a bold step, the LAOOC chose to use a handicap start for the 4,000-meter cross-country running event, so that the winner of that final event would be the 1984 modern pentathlon gold medalist. This system, both from a political and an organizational standpoint, potentially posed serious problems if not carried out with precision. In the handicap system, which had never before been used in an Olympic Games, the runners depart onto the course in the order of the competition standings after four

events. With the competition leader starting at time 0:00, the remaining athletes delay their starts in order of current standing, depending upon the number of points by which they trail the leader.

The decision to use Coto de Caza as the central venue site for modern pentathlon was well-received by the Union Internationale de Pentathlon Moderne et Biathlon (UIPMB). The unique venue was located within a residential community of 600, many of whom volunteered to assist the LAOOC in operating the event. Excellent housing for the athletes and officials was provided there throughout the training and competition periods.

Coto de Caza was easily transformed into an Olympic modern pentathlon venue. An existing equestrian center was utilized for the jumping portion of the competition. Fencing took place in a converted, 27,000-square-foot

83 The resort community of Coto de Caza provides an excellent facility for the multiple disciplines of the modern pentathlon.

covered riding ring. The Heritage Park Aquatic Center in nearby Irvine easily accommodated the swimming event. Coto de Caza's 24-target pistol range was built for Olympic use and the running event took place on Coto de Caza's rolling hills surrounding the equestrian center.

Fifty-two athletes from 18 nations participated in the individual competition, making it the third largest Olympic competition since the sport was introduced in 1912. The contest for the gold medal was close, as the top two finishers entered the running arena side-by-side at the end of the 4000-meter race. Daniele Massala of Italy won the gold medal with 5,469 points, followed by Svante Rasmusson of Sweden who took the silver medal with 5,456 points. Carlo Massullo of Italy captured the bronze medal, finishing with 5,406 points. Italy won its first-ever team gold medal with a point total of 16,060. The United States was second with 15,568 points and France was third at 15,565.

Field of play

By utilizing a central venue, the LAOOC had more flexibility in arranging all training and competition times to best suit the needs of the athletes. The following was the official schedule of major events:

Date	Time	Event
19/7	0800	Technical delegates inspect horses
23/7	1500	Jury of Appeals inspects riding and running courses
24/7	0830	Team representatives inspect horses
27/7	0900	Organizational meeting and draw
29/7	0800	Draw for horses, first round
	0900	Riding competition, first round
	1500	Draw for horses, second round
	1600	Riding competition, second round
30/7	0800	Fencing competition
31/7	0900	Weapons (pistol) inspection
	1400	Swimming competition
1/8	0900	Shooting competition
	1500	Walk-through of running course
	1700	Running competition
	1800	Awards ceremony

Riding

The order of ride for the morning session was determined by a draw at the Technical Meeting on 27 July, while the afternoon line-up was determined by the order in which the horses had competed during the morning round, thereby ensuring each horse an equal rest period. Half of the competitors competed in the morning session and

the other half in the afternoon session. At the start of each session, the athletes and horses were paraded into the arena for the draw for horses, where they faced the spectators in two parallel lines, horses being placed behind the athletes. After the selection process, each competitor received 20 minutes of warm-up time on his horse, according to an exact time schedule, before proceeding to the competition ring.

The jumping course was 600-meters long and contained 18 obstacles including a triple combination, double combination, water jump and a bank. A Swiss Timing scoreboard showed both the competitors' time on the course and penalty points accrued.

Instead of buying or leasing horses, the LAOOC sought individuals who were willing to donate the use of their horses for a four-week period. Horses were selected depending on their suitability for an amateur rider and capability of competing safely over a three-foot, eleven-inch jump. Each donor, before signing an agreement with the LAOOC, was required to fill out an information sheet about their horse describing age, sex and equipment used, as well as veterinary, medical and insurance information. Since the maximum number of athletes allowed to compete in the Olympic modern pentathlon competition is 66, the LAOOC needed to acquire a minimum of 38 horses, based on two athletes per horse plus five reserves. Eighteen horses were brought in for training and 54 were used for schooling over the course. That number was further narrowed to 30 since only 52 athletes actually competed.

Schooling for the competition horses began at the venue four weeks prior to the event. Six schooling riders and two assistants were each assigned nine horses. Horses were jumped and hacked on alternating days, while half the horses received schooling in the morning and the other half in the afternoon. Jumps were set at two feet to two feet, six inches in the beginning and eventually raised, and since most of the horses had not jumped water, ditches or banks before, schooling also focused on these jumps. Horses that proved unsuitable were dropped leaving the LAOOC with 41 horses to show to the Technical Committee.

Fencing

The fencing competition was held in a covered riding ring, which was converted to an air-conditioned fencing hall. Vinyl tarps were hung to form walls and the dirt floor was carefully compacted and leveled. Large tarps were laid over the dirt and then covered with grey carpeting. Temporary bleachers were then installed to seat 2,000 spectators.

The 52 athletes completed 18 rounds of round-robin competition in 12 hours, for an average of 45 minutes per round. Warm-up began 90 minutes before the event began on the nine competition pistes (three more were kept in reserve). The light-weight aluminum pistes were manufactured by International Sports Equipment, Inc., of Southern California. The electronic scoring devices were loaned by the Uhlmann Company of the Federal Republic of Germany. The pistes and scoring equipment were identical to those used at the Olympic fencing competition. A variety of fencing repair equipment was available at a self-help station and four armorers were available to assist repairs and to monitor weapons control.

Twenty-six Federation Internationale d'Escrime (FIE) licensed judges were borrowed from the fencing venue and the LAOOC competition staff recommends that communication be maintained between the two federations prior to the event.

Swimming

The Heritage Park Aquatic Complex was an excellent facility for the swimming event, as the 50-meter pool there had been used for major international competitions in the past. Temporary bleachers increased spectator seating to 4,500, and Swiss Timing equipment was installed, featuring a touch-pad system and a results scoreboard.

The field of 52 athletes was divided into nine sections. Entries were distributed in reverse order of the standings following two events. The bottom four athletes in the standings competed in the first race, and six competed in each of the remaining eight sections with the top six competitors (after two events) placed in the last section. Competitors were allowed to warm up in the competition pool before the first race and a second pool was available to athletes to warm up before the other sections. Each race required about 10 minutes to complete and the entire event lasted approximately 90 minutes. There was a competition staff of 39.

Shooting

The competition pistol range consisted of 24 targets and equipment for the event was purchased from the Spieth Company of the Federal Republic of Germany. The competition and practice ranges were built by Coto de Caza to LAOOC specifications and will remain as part of the Coto de Caza's permanent facilities. Only athletes, along with one coach per athlete and competition officials were allowed within the competition area. Separate areas were provided for UIPMB officials and spectators. The mandatory warm-up range was located immediately adjacent to the competition range and consisted of individual booths and stationary targets. Shade structures were provided for the athletes at both

the competition and practice ranges. The entire pistol range was situated in the southern-most section of Coto de Caza, which also contains skeet and trap ranges. While the pistol range shelter and range equipment were provided by Coto de Caza, targets and other competition equipment were provided by the LAOOC. The LAOOC utilized 57 competition staff members at the site.

Three waves consisting of 17, 17 and 18 athletes, respectively, were necessary for the shooting competition. The athletes within each wave were determined by the competition standings after three events, and by the reverse order of start, so that the top 18 competitors competed in the final wave. The first wave began its warm-up period at 0800 hours on 1 August. At 0850 the first wave was moved as a group to their respective target booths on the competition range. During a ten-minute preparation period, athletes handled their guns and the competition judge inspected the pistols to insure that each met UIPMB rules. The group then fired one series of five rounds as an optional sighting series. Following the scoring of this series, four series of five rounds each were fired for competition, with the targets scored between each series. Spectators followed the scoring sequence through closed circuit televisions monitoring each target. The closed circuit television sets were mounted on the range roof, overlooking the spectator area. After each wave was completed, the athletes were taken back to the weapons security area to return their weapons, and then taken directly to the doping control area for a breathalyzer test.

Firearm security was tight during the Games and safety standards at the range were strictly enforced. No weapons of any kind (guns, arrows or javelins, for example) were allowed inside any of the Olympic villages, though one team mistakenly brought its pistols into a village in violation of the rules. Guns were checked upon arrival at the Los Angeles airport, collected there and transported to Coto de Caza, where 24-hour security was maintained at the storage area. Athletes were allowed to check out weapons only for training and competition, and could not reclaim them until leaving Los Angeles. During the World Modern Pentathlon Junior Championships held at Coto de Caza in 1983, safety standards varied from one delegation to the next. Thus, written safety policies were distributed by the LAOOC to the competitors and range personnel strictly enforced those standards. The LAOOC competition staff recommends that the

Sports Administration and Competition Management

UIPMB distribute a standard set of safety procedures to all participating nations.

Running

The 4,000-meter running course crossed numerous privately owned properties at Coto de Caza. The course was staked and taped on both sides to produce a four-meter-wide lane for the athletes. Swiss Timing provided the necessary electronic timing system, and the federation provided an unofficial points timer for early results and unofficial standings. A scoreboard kept the leading competitor's running time. For the handicapped start, a concentric clock, provided by the U.S. Modern Pentathlon Association, was used to plot the starting times.

The athletes participated in an official walk of the running course two hours prior to the starting time (1700 hours), which was regarded as part of their warm-up. Fifteen minutes before the start, competitors lined up in two lanes-competitors wearing even numbered bibs on one side and those with odd numbers on the other-in correct starting order. Even with the staggered start, all 52 runners were on

the course within 10 minutes, indicating the closeness of the competition going into the final event. All runners were on the course before any finished, and the entire competition was over in 30 minutes.

Members of The Athletic Congress (TAC), the U.S. national governing body for athletics, acted as course monitors and the LAOC utilized 66 volunteers for the competition staff.

Training

A training schedule based on the anticipated arrival dates of each team was created in advance and included some flexibility for early arrivals. For riding, training sessions were scheduled during early-morning and late-afternoon because of the expected warm weather in July. Two teams, comprising eight individuals, were accommodated during each of the four daily training periods. Horses used for training were segregated from those being trained for competition, and all athlete training was limited to

flat work. Training took place in a large corral next to the stable area, which was also used as a warm-up ring for competition. Athletes generally were allowed 45 minutes of training time which was more than adequate for flat work.

Twelve pistes were available for training in the main fencing arena. On several occasions, as many as 10 teams were scheduled during a two-hour period.

For the first week of swimming training, from 14-22 July, a 50-meter pool was made available at El Toro High School, approximately 12 miles from Coto de Caza. During the second week, training moved to the competition pool at the Heritage Park complex where eight lanes were available. One team was assigned to each lane two hours per day.

Shooting training took place at the competition range where the 24 target points accommodated six teams at a time. Shooting and riding sessions were coordinated so that a team could train in both sports on a particular morning or afternoon.

There were no formal training sessions for running, although certain areas were reserved for that purpose.

Athletes were not allowed to train on the competition course, however. All teams' training schedules were flexible enough for athletes to include running training without having to forego training in other sports.

All teams were given equal training time in each sport, and training periods were generally scheduled at the same time of day that the individual sport competitions were planned for.

Sports administration and competition management

Athletes checked into the official athlete villages at USC and UCLA before being transferred to their accommodations in rental guest housing at Coto de Caza. One-hundred and fifty beds in 47 lodges were allocated for athletes, coaches and competition officials at no additional cost to the NOCs. Each team was originally allocated only six beds, but some special requests were



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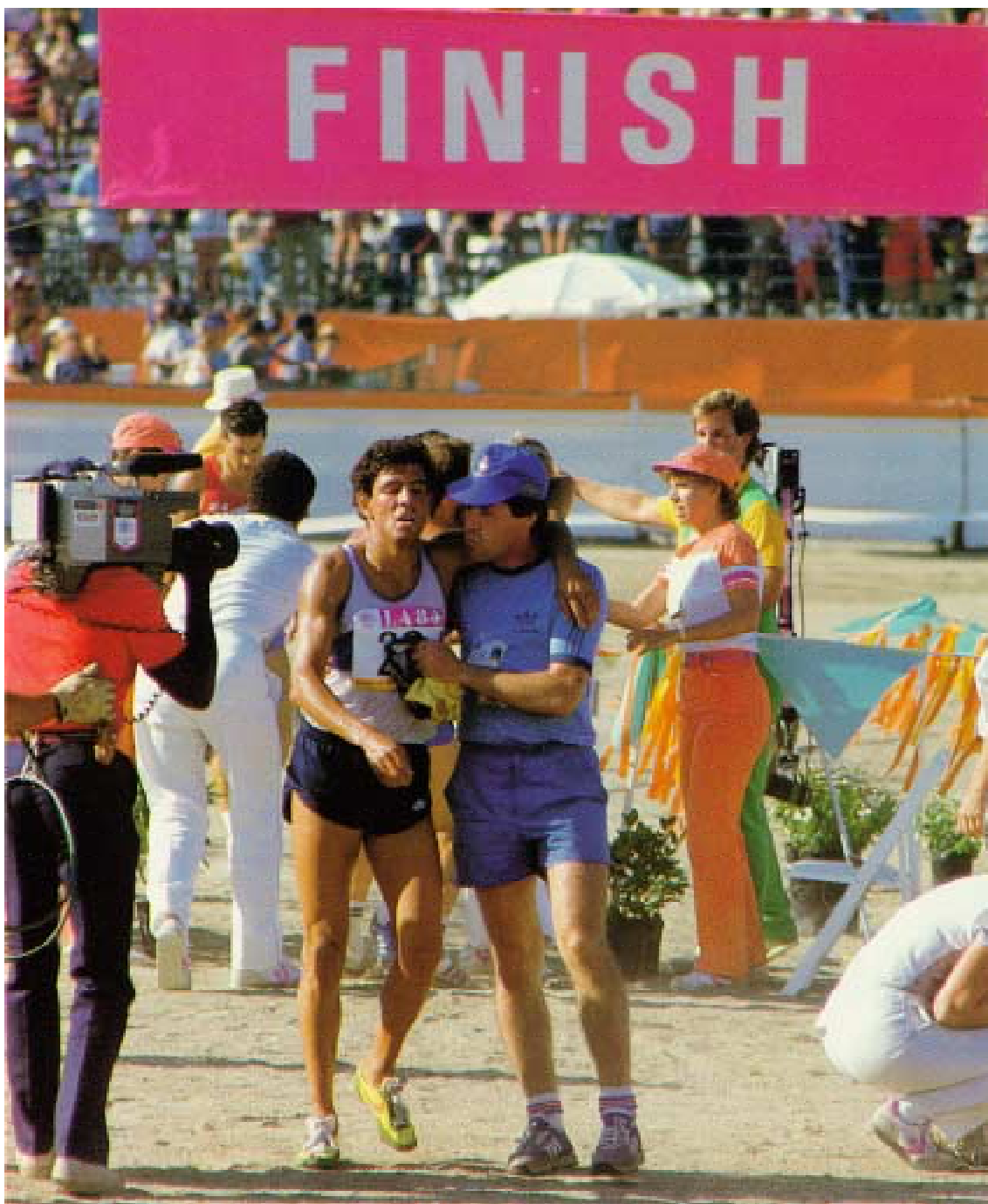


85

84 The shooting portion of the modern pentathlon features pistol shooting at a 25-meter distance.

85 Fencing competition for the modern pentathlon is held on multiple pistes before an appreciative crowd.

86 Exhausted competitors finish the modern pentathlon with the cross-country running competition.



86

honored at the last minute. An additional 18 rooms were used to accommodate IF officials, Jury of Appeals members, and Congress delegates. Special rates were made available to the UIPMB and the LAOOC handled all the billing and collection of funds. The LAOOC used several guest rooms for venue management offices, a transportation and athlete information center, doping control and a 24-hour medical office. Other venue space needs were filled by utilizing 31 tents and 11 trailers.

Security fencing was erected around the entire venue at Coto de Caza and at the swimming site as well. Other construction at the venue included temporary bleachers for spectators. Attendance at all the modern pentathlon events was excellent which LAOOC planners credited to the central-venue concept. More than 6,200 spectators witnessed the riding event on the first day; nearly 2,000 attended fencing; 4,500 attended swimming at Heritage Park; and nearly 6,500 attended the shooting and running events on the final day. All-day tickets were sold for the final day's events and hundreds of unexpected spectators showed up to watch the shooting competition in the morning. A picnic area at Coto de Caza was the site of a huge barbeque for the spectators between sessions of the riding event and on the final day.

A fleet of 18 buses shuttled spectators and staff between a large parking lot outside of Coto de Caza and the venue. The buses ran throughout the day and were more than adequate for the venue transportation needs.

While 826 total staff were required to operate the venue, each of the five sports had its own competition staff. The venue service departments such as Transportation and Press Operations served all five sports. The staffing totals are listed below.

Summary

The LAOOC tested two unconventional ideas for the modern pentathlon event and had great success with them. First, a central venue was developed, which was rare in Olympic history. Coto de Caza, a residential community in Orange County, California, was selected as the site for four of the five modern pentathlon events. The LAOOC believes the concept attracted many more spectators than if the five events been held at the respective fencing, swimming, shooting, riding and running venues.

The other bold idea was the use of a handicap start for the running event. This was new to the Olympic Games and it was carried off with the utmost

LAOOC / Modern Pentathlon staff totals

Access control	43
Ceremonies	1
Competition administration	25
Competition-riding	133
Competition-fencing	111
Competition-swimming	39
Competition-shooting	57
Competition-running	66
Concessions	3
Finance	4
Food Services	11
Language Services	11
Material Logistics	6
Medical Services	37
Press Operations	13
Protocol	2
Security	2
Spectator Services	40
Telecommunications	30
Technology	29
Ticketing	6
Transportation	130
Venue Management	27
Totals	826*

*Does not include contracted staff or 60 host families

care and precision to avoid political and logistical problems. The staggered start was highly successful and allowed for a much more exciting finish because the first finisher was the overall modern pentathlon gold medalist. The runners are started on the course based on their standings after the first four events.

Facilities at Coto de Caza were easily adaptable for the modern pentathlon, though the swimming event had to be held 20 miles away in Irvine, California. Athletes and officials were housed in guest lodges at Coto de Caza, a great convenience for training and transportation purposes, considering the venue was located 54 miles south of the athlete village at the University of Southern California (USC). About one-third of the venue staff were Coto de Caza residents and the entire staff was selected well in advance of the Games, in time to stage the World Junior Championships of Modern Pentathlon in 1983. Though that event was not officially an LAOOC-sponsored event, venue management felt it served as an excellent test of the facilities and staff.

Coto de Caza was a unique venue considering it was actually situated within a residential community. But its advantages were many. It provided a scenic backdrop for the modern pentathlon and brought a highly competitive event to Orange County, California. Cooperation from the venue owners and residents was outstanding. And once again, Coto de Caza allowed the LAOOC to give modern pentathlon a separate identity by providing one central venue site.



87

87 The existing facilities at Coto de Caza make its use as an all-in-one venue for the modern pentathlon possible.



88

30.09.16 Shooting

After considering more than 75 locations for the Olympic shooting range, Prado Recreational Area in San Bernardino County was selected in June 1983. Construction began in August 1983 on the 65-acre site and in less than eight months, the ranges, built from scratch, were completed in time for the Inaugural Championships of the Olympic Shooting Range held 9-16 April 1984, a pre-Olympic test competition. The Inaugural Championships provided an excellent staff dress rehearsal and shakedown of the new facilities while allowing shooters to become familiar with the range.

Although the range was ready for the Inaugural Championships, numerous venue improvements needed to be made before the Games, including a major site beautification project. By the time the Olympic villages opened on 14 July, construction at the venue was complete, except for a few Look items. Although the facilities were to be constructed as temporary, the LAOOC donated what was essentially a permanent facility to the San Bernardino County Department of Parks and Recreation on 4 August 1984 and it will remain part of the

recreational facilities there. The LAOOC left behind all buildings, perimeter fencing and range operating equipment. The installations for the competition included the following:

- 50-meter rifle and pistol range
- 25-meter rapid fire pistol range
- 50-meter running game target range
- 10-meter air gun range, enclosed and climate controlled
- Clay target with three Olympic trap trenches and three skeet fields combined

Shooting competition began 29 July and continued through 4 August. Medal ceremonies for the men's free pistol competition were held at noon on the 29th and were the first of the Games. Eleven events were conducted during the seven days of competition, including three first-time events for women. Women had been allowed to compete against men in open events in past Games, but this was the first time individual women's events were scheduled. The new women's events were the sport pistol (25 meters), air rifle (10 meters) and the small-bore standard rifle, three positions (50

meters). A new 10-meter air rifle event was added for men. Two mixed events were conducted, clay target shooting, trap; and clay target shooting, skeet, with 200 targets each.

Because of the new events for women, a record number of athletes participated in the 1984 Games. Ninety-two women competed, compared to six in the 1976 Games, while 448 men competed, the most ever. A total of 68 NOCs were represented. Each NOC was allowed to enter a maximum of 20 competitors, with a limit of two per event. Of the 20 competitors, the maximum number of male competitors per NOC could not exceed 14 and the maximum number of female competitors could not exceed 10. An NOC could enter a maximum of six women for the three women's events and four additional women could be entered in the clay target events. The maximum number of male rifle competitors could not exceed four.

A world record was tied in the men's small-bore rifle while Olympic records were tied, broken or established in eight events. The following are the gold medal results from the 1984 Olympic shooting competition: free pistol, Haifeng Xu (CHN), 566; women's sport pistol, Linda Thom (CAN), 585



89

88 Tools of the trade in the shooting competition include these rifles.

89 Although a permanent range was built, much temporary construction was done at the Prado Recreational Area to prepare for the shooting competition. This partially finished entry tower was augmented by many other Look elements.

(shoot-off); smallbore free rifle, English match, Edward Etzel (USA), 599; women's air rifle, Pat Spurgin (USA), 393; clay target shooting, trap, Luciano Giovannetti (ITA), 192 (shoot-off); running game target, 50-meters, Yuwei Li (CHN), 587; smallbore free rifle, three positions, Malcolm Cooper (GBR), 1,173; women's small-bore rifle, three positions, Xiaoxuan Wu (CHN), 581; rapid-fire pistol, Takeo Kamachi (JPN), 595; men's air rifle, Philippe Heberle (FRA), 589; clay target shooting, skeet, Matthew Dryke (USA), 198.

Field of play

The Olympic Shooting Ranges were located in Chino, California, approximately 65 miles east of Los Angeles. The newly constructed range was located on U.S. Corps of Engineers flood control land that is leased to the San Bernardino County Parks and Recreation Department for outdoor recreational uses. There was no possibility of flooding during the Games, but the Olympic facility was raised in elevation to a level above the seasonal water storage level.

Heat and wind were definite factors during the competition. While morning temperatures averaged near 75 degrees Fahrenheit, daytime high temperatures averaged 89-90 degrees at the site. Wind also increased in the afternoons. Air-conditioning equipment was installed inside the air gun ranges while the 25-meter pistol, running game target and 50-meter rifle ranges had openings between the roof and back walls, allowing breezes to flow through the buildings. Shooters at the skeet and trap ranges, however, could not escape the climate as wind presented problems in controlling the flight of the 'bird' and affected the competitors' ability to hear the target release instructions.

The shooting ranges, venue tents and trailers and adjacent parking facilities covered approximately 30 acres and were surrounded by a security fence. An additional parking lot and a buffer zone located outside the fence completed the 65-acre Olympic Shooting Range complex.

Clay target (skeet and trap)

The clay target ranges consisted of three 90-meter by 300-meter skeet and trap fields, oriented slightly east of North. The ground in front of the ranges was generally level with a slight rise 300 to 400 meters from the range. Two 750-capacity spectator stands were located to the rear of the line of ranges, providing complete visibility. The three ranges were separated by space large enough for two additional skeet fields, eliminating target crossover. A safety fence was installed approximately 15 meters behind the skeet range base chord.

The trap pit interiors were constructed with adequate room to provide a safe working area for trap personnel. Automatic traps provided by the Spieth Company of the Federal Republic of Germany were installed according to UIT specifications.

The courses of fire in both skeet and trap were 200 birds over a three-day period with 75 targets on each of the first two days and 50 on the third. The 1 IO-millimeter diameter by 26-millimeter height clay targets, which were black with orange dome, were manufactured by the White Flyers Company of Texas.

Running game target

Located between the 25-meter pistol and 50-meter rifle and pistol ranges, the running game target consisted of two target units, each equipped with Spieth target carrier mechanisms. The range included a sight-in range to the right of range B with space for two shooters. Ample space for several hundred spectators, shooters and officials was available to the rear of the range. Closed-circuit television showed the shot values to the shooters and spectators at the same time they were being manually displayed on scoring clocks. Earth berms and safety baffles surrounded the range to assure maximum safety.

50-meter and 10-meter rifle, 50-meter pistol

Spieth automatic target changing mechanisms were equipped to handle rifle and pistol targets at the 50-meter range. The prone phase was shot on 200-centimeter by 90-centimeter by 60-centimeter high tables which were folded back for kneeling and standing phases of rifle and for the free pistol event. At the 10-meter indoor range, 35 firing points faced away from the center of the building, allowing the center space to be used by spectators. Spieth electric target carriers could be operated by the shooter during training but were operated by the competition staff during the event.

25-meter pistol

Eight Spieth turning target mechanisms were installed in four double bays at the 25-meter pistol range. The bays were constructed with tunnels providing safe access for separate and safe scoring in each bay. The range was surrounded by earth berms and a concrete wall with overhead baffles.

Each competition was supervised by the governing international jury while more than 400 LAOOC staff members and volunteers conducted the competitions.

The following is a list of targets used during the Games:

Type	Manufacturer/ country	Quantity*
Trap and skeet	White Flyer/ USA	400,000
Running game target	Edelmann/ FRG	18,000
10 m air rifle targets	Edelmann/ FRG	120,000
50 m rifle targets	Edelmann/ FRG	100,000
25 m rapid fire pistol targets	Edelmann/ FRG	10,000
25 m/50 m pistol targets	Edelmann/ FRG	8,000

*Targets ordered for the pre-Olympic event are included in the totals

Training

Training was scheduled from 14-24 July and consisted of a morning open practice session starting at 0900 with an afternoon session at 1300. Practice during this period was open to all athletes with squadding (division of shooters into relays) occurring on a random basis and relay time on a set schedule each day according to each different range needs. The 50-meter range was set up for both free pistol and rifle competitors at the same time. The number of targets for each discipline varied according to demand. All practices during the training period from 25-27 July were scheduled by



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squadding between 0900 and 1700. Equipment inspection and verification was conducted from 14-27 July at the discretion of the team. When not in use during the competition period from 29 July to 4 August, the ranges were available for training.

Equipment control

Since no weapons of any kind (firearms, arrows, javelins, swords) were allowed in the athlete villages, the LAOOC picked up the shooters' equipment as it arrived at the Los Angeles International Airport and transported it to Prado, where 550 metal storage lockers were provided. The athletes were each assigned one or two personal lockers with combination locks. The LAOOC did not unload and store equipment from its airport shuttle vehicle. It was up to the athletes to handle and secure their own equipment at the shooting range.

Arms and equipment control began 23 July and continued through 3 August. All rifles, pistols and special equipment used in the competition

90 Preparations continue to ready the shooting houses for competition.

91 Special equipment as installed to facilitate the shooting competition.

Sports Administration and Competition Management

were inspected and, if passed, given an approval seal. Measuring devices and scales used in the controls of the guns were checked as well.

Upon arrival at the venue each day, athletes were dropped off at the team tent areas where their equipment was stored. Teams were assigned areas within the tents of the athlete preparation area where tables and chairs were available. The athletes moved directly to assigned firing points to set up their equipment prior to the event. Set-up took anywhere from 10 minutes to one hour. Access points to all ranges were secured and athletes did not have to mingle with the spectators. Athletes were notified of their assigned points by team managers 48 hours in advance. The drawing of lots for squadding in skeet, trap, running game target, women's sport pistol and men's rapid fire took place two days before each competition.

The LAOOC provided an equipment service area within the enclosed athlete area, while individual vendors serviced equipment in an area outside the athlete area. Ammunition was available for sale within a secured area.

Sports administration and competition management

At the Inaugural Shoot in April 1984, the venue was staffed and operated as a dress rehearsal for the Games. Shooters fired under Olympic rules and the competition and venue staff tested most venue services including accreditation, access control, security, medical services, ceremonies and press operations. Food service for the staff and athletes was not tested and ticketing and spectator control were not necessary since the public was admitted free. Many lessons were learned from the event and changes made before the Games included addition of safety screens at the 25-meter range, improvement of operating control at the running game target range and addition of shade material to prevent shadows from distorting target visibility.

Pre-Olympic trials for the selection of the U.S. national team were held at the facilities in June 1984 but most of the corrections at the venue were not completed until shortly before the Games.

Summary

Because it had a new facility to design, construct and operate, the LAOOC was able to tailor the Olympic Shooting Ranges to its exact needs. Five covered shooting ranges and a clay target range were constructed at the Prado Recreational Area east of Los Angeles for the Games and will remain as part of the recreation area there.

Three individual women's events and a men's air rifle event were added for 1984 and the skeet and trap shooting events were designated as mixed men's and women's events. At past Games, women were allowed to compete in some open events, provided they qualified for their national team.

A pre-Olympic test event, the Inaugural Championships of the Olympic Shooting Ranges, was held 9-16 April just as the ranges were completed. The Olympic dress rehearsal proved absolutely necessary as numerous construction details were corrected in time for the Games.

While it was indeed difficult to locate an adequate shooting site in the Los Angeles area, the delay caused organizers of the event frustration in the pre-Games period. However, construction of the site was completed in time for the Games and after the Inaugural Shoot, the staff and venue were ready to host a record number of shooters. Range equipment functioned without incident and all competitions went off as scheduled.

LAOOC / Shooting staff totals

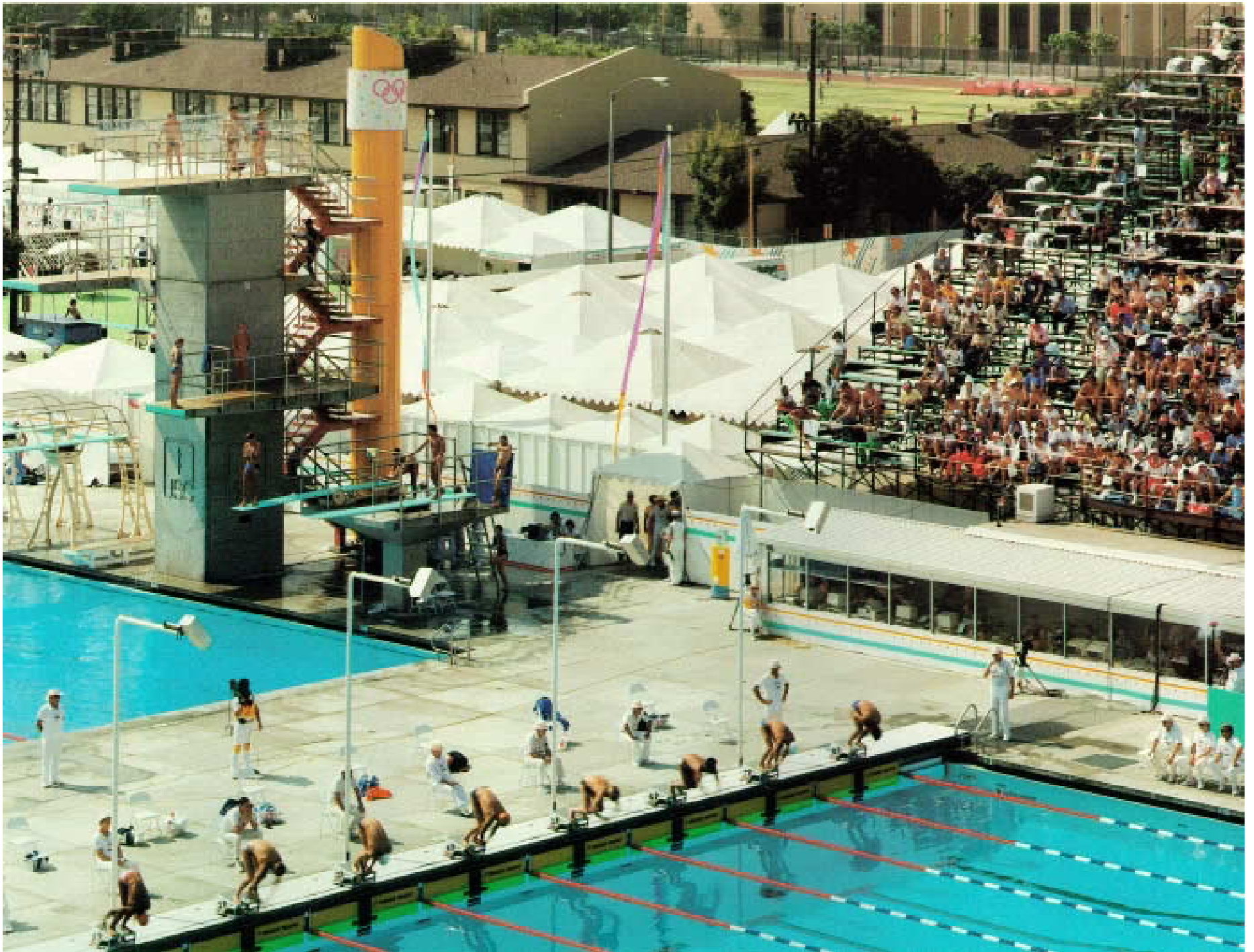
Access Control	21
Competition	404
Concessions	2
Finances	5
Food Services	7
Internal Audit	1
Language Services	12
Material Logistics	8
Medical Services	25
Press Operations	10
Protocol	2
Security	2
Spectator Services	21
Telecommunications	21
Technology	21
Ticketing	4
Transportation	35
Venue Management	5
Totals	606*

*Does not include contracted staff



92

92 Medal ceremonies in the small bore rifle/three positions competition, with gold medalist Malcolm Cooper of Great Britain standing on the top step.



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30.09.17 Swimming

For the first time since the 1960 Games in Rome, the Olympic aquatic sports were held in an outdoor pool.

Swimming, diving and a new Olympic sport, synchronized swimming, were held at the Olympic Swim Stadium on the campus of the University of Southern California (USC). The new pool, built specifically for the 1984 Games with funding from McDonald's Corporation, featured movable bulkheads, an Olympic first.

A separate venue, Pepperdine University in Malibu, California, was used for the water polo competition.

When Los Angeles was awarded the Games in 1979, the organizers knew that there was not a pool in Southern California that would meet Federation Internationale de Natation Amateur

(FINA) requirements for the swimming, diving and synchronized swimming competition and that a new pool complex would have to be built. An announcement was made in August 1980 that McDonald's would provide funding for both the permanent pool facilities and part of the funding for the necessary temporary amenities required for 13,500 spectators, seated in temporary bleachers. Total seating at the venue was 17,105, including media and Olympic Family seating. The LAOOC provided all temporary competition and venue management space needs. Ground breaking ceremonies were held on December 1981, while dedication took place on 7 July 1983. At the first swim meet

held in the new pool on 14 July 1983, Vladimir Salnikov of the USSR set a world record in the 800-meter freestyle. During the Games, 11 world records were broken in 10 events and 38 Olympic records were surpassed, quelling any doubts that the pool was not "fast".

Swimming

Swimming competition helped start off the 1984 Games, with four finals held on the afternoon of 29 July. Competition in the 15 men's and 14 women's events continued daily through 4 August except for 1 August, which was an off day. Preliminary heats began at 0830 every morning. Finals took place every afternoon, beginning at either 1615 or 1700. Total spectator attendance for the 12 swimming sessions was 131, 123.

93 A race begins in the Olympic pool while training continues for divers. Note the athlete support facilities in the tents behind the diving well. Press seating at the Swim Stadium is also shown.

Sports Administration and Competition Management

Each NOC was allowed to enter two competitors in each event and one team in each relay and was allowed to carry a maximum of 31 men and 28 women for the swimming and diving competitions. There were no qualifying standards. Preliminaries and A and B finals were held in all events except the 800 meters, 1,500 meters and relays. Individual competitors and relay teams were seeded for the heats in accordance with the times submitted on the official entry forms by each NOC. A draw was held in cases of identical times.

Sixty-two nations were represented in the Olympic swimming competition, including 513 male and 270 female competitors. Gold medal winners in the men's events were as follows: Ambrose Gaines (USA), 100-meter freestyle, 49.80; Michael Gross (FRG), 200-meter freestyle, 1:47.44; George Dicarolo (USA), 400-meter freestyle, 3:51.23; Michael O'Brien (USA), 1,500-meter freestyle, 15:05.20; Richard Carey (USA), 100-meter backstroke, 55.79; Carey (USA), 200-meter backstroke, 2:00.23; Steve Lundquist (USA), 100-meter breaststroke,

1:01.65; Victor Davis (CAN), 200-meter breaststroke, 2:13.34; Gross (FRG), 100-meter butterfly, 53.08; Jon Sieben (AUS), 200-meter butterfly, 1:57.04; Alex Baumann (CAN), 200-meter individual medley, 2:01.42; Baumann (CAN), 400-meter individual medley, 4:17.41; United States, 4 x 100 meter medley relay, 3:39.30; United States, 4 x 100-meter freestyle relay, 3:19.03; United States, 4 x 200-meter freestyle relay, 7:15.69.

Gold medalists in the women's events included Carrie Steinseifer (USA) and Nancy Hogshead (USA)(tie), 100-meter freestyle, 55.92; Mary Wayte (USA), 200-meter freestyle, 1:59.23; Tiffany Cohen (USA), 400-meter freestyle, 4:07.10; Cohen (USA), 800-meter freestyle, 8:24.95; Theresa Andrews (USA), 100-meter backstroke, 1:02.55; Jolanda De Rover (HOL), 200-meter backstroke, 2:12.38; Petra Van Staveren (HOL), 100-meter breaststroke, 1:09.88; Anne Ottenbrite (CAN), 200-meter breaststroke, 2:30.38; Mary T. Meagher (USA), 100-meter butterfly, 59.26; Meagher (USA), 200-meter butterfly, 2:06.90; Tracy Caulkins (USA), 200-meter individual medley, 2:12.64; Caulkins (USA), 400-meter individual medley, 4:39.24; United States, 4 x 100-meter medley relay, 4:08.34; United States, 4 x 100-meter freestyle relay, 3:43.43.

Diving

Diving competition began the day after swimming finished. Each of the four diving events took two days, beginning with the women's springboard preliminary rounds and finals on 5 and 6 August, followed by the men's springboard on 7 and 8 August, the women's platform on 9 and 10 August and the men's platform on 11 and 12 August. Nearly 132,000 spectators attended the 12 sessions of diving.

The competition order in each of the preliminaries was decided by a draw at 1200 on the day before the event and the 12 best divers after preliminaries advanced to the finals where they competed in reverse order of their total scores. Each NOC was allowed to enter two divers in each event. Forty-seven men and 35 women representing 30 countries competed. Greg Louganis captured both of the men's diving gold medals, with a score of 754.41 in the springboard event and 710.91 in the platform. Canada's Sylvie Bernier won the women's springboard competition with a score of 530.70 while China's Jihong Zhou won the women's platform event with a score of 435.51.

Synchronized swimming

Synchronized swimming made its Olympic debut on 6 August with the preliminaries of the duet competition, beginning at 1000 hours. The figures competition was held 8 August and the duet finals were held 9 August, beginning at 1330 hours. Spectator attendance totaled 42,831 during the competition. In May 1984, a solo competition was added and took place on 12 August. Forty-eight athletes representing 20 countries competed. The United States team of Tracie Ruiz and Candy Costie won the duet competition with a score of 195.584. Ruiz was also the solo gold medalist, scoring 198.467.

Field of play

Construction of the new pool and diving well for the Olympic swimming, synchronized swimming and diving competitions was finished in time for three pre-Olympic events in the summer of 1983. During the bidding and contract award stages, USC explored, with LAOOC assistance, adding bulkheads that would bridge across each end of the pool and form artificial pool ends, to which the timing touch-plates would be attached.

The faces of the 4-foot deep bulkheads are perforated plastic which allowed the wave created by the swimmer to pass through or under the bulkhead



94 A panoramic view of the Olympic Swim Stadium during the Games

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instead of bouncing off the bulkhead, or in the absence of the bulkhead, the pool wall. With the movable bulkheads in place, the pool length can be adjusted to precisely 50 meters, though the overall length was 52.59 meters (172.667 feet) with a width of 22.885 meters (75.083 feet). Each of the lanes measured 2.489-meters (8 feet, 2 inches) wide. Minimum depth was two meters (6 feet 7 inches) with a maximum depth of 3.962 meters (13 feet). The LAOOC received permission from FINA to install the bulkheads, provided the LAOOC could completely stabilize the bulkheads and survey the pool so that each lane was measured exactly the same. FINA also had to approve the pool depth, which had to be greater at one end to accommodate synchronized swimming.

One of the bulkheads was set at the middle of the pool to create a 30-meter pool for synchronized swimming.

The diving well, measuring 22.885 meters (75.083 feet) square, was constructed just to the east of the competition pool. The minimum depth was established at two meters (six feet, seven inches) with a maximum depth of 5.181 meters (17 feet). Two

1-meter temporary springboards were used for practice. Two 3-meter metal frame springboards and two concrete frame 3-meter springboards were installed along with a diving tower that included 5-meter, 7.5-meter and 10-meter platforms.

The swimming facilities were sited near USC on property they had available and which suited their long-term needs. In retrospect, however, this siting proved to be a handicap when planning the extensive temporary facilities. Diving boards had to be placed on the south side of the diving pool so that the divers faced north, away from the sun. The swimming pool was located on an east-west axis, west of the diving pool, since existing structures at USC prevented any other plan.

Unfortunately, spectators sitting in the bleachers on the south side of the swimming pool were faced with an obstructed view of the diving well. Conversely, seats that were placed on the east side of the diving pool were too far from the swimming pool. As it was, all of the Olympic seating, which was temporary, was placed on the north, south and east sides of the pool complex.

Another result of the orientation of the diving well was that television cameras and judges' stands had to be moved constantly, depending on the time of

day, so they did not look into the sun while viewing the event.

During the swimming competition, the seating of nearly 800 non-competing athletes became a problem. They sat in the bleachers east of the diving well, while Olympic Family members sat in the stands south of the pool at the finish line. A compromise was reached when special tickets were printed and distributed by the federation to the coaches, allowing up to 150 athletes to sit at the finish line each session.

All athletes walked from the USC Village, entering the swim venue at the southeast corner through a special village walkway. Athlete preparation and training facilities were located at the entrance. An all-aluminum, pre-fabricated warm-up pool was installed above-ground to the southeast of the competition area. The 50-meter by 49.40-foot pool (without deck) was six feet, six inches deep. The pool arrived by truck, was welded on-site and erected in approximately 30 days. The pool was heated and lights were installed for night use.

Other facilities in the warm-up area included two shower trailers, temporary toilets, massage and rest tents and an information area. Thirty minutes before his or her scheduled event, the athlete proceeded from the warm-up area to a pre-event holding area located just south of the competition pool. There, the athlete officially checked in and waited to be escorted to the competition pool. A post-event holding tent, media interview area, rinse-off showers, whirlpool and medical facilities were located in the vicinity of the holding area.

The equipment used at the venue for swimming, diving and synchronized swimming was varied and extensive, with items ranging from laundry baskets for the swimmers, warm-up clothing to extra noseplugs, goggles and hand paddles. Essential items included:

Swimming competition equipment

- 10 Competitor racing lanes (Kiefer McNeil, USA)
- 10 starting blocks (Whitten)
- 6 Maxiflex / Durafirm diving boards (Arcadia Air Products, USA)
- 2 Sportflex tower surfaces (Mondo Rubber Company, ITA)
- 10 pace clocks
- 10 large, brass hand-held bells (lap cow bells)





- 2 false start ropes
- 10 lap counters
- 2 (100-foot) steel measuring tapes
- 48 aquatic boards
- 48 pull buoys
- 48 pulling tubes
- 6 red and white backstroke pennants
- 10 sandwich boards, water tolerant, 30 x 40 inches
- 4 split time stopwatches
- 5 pool thermometers (F./C.)
- 16 laundry baskets with design approval
- 20 nose clips
- 10 sets of hand paddles
- 20 pair swim goggles
- 20 (3-foot by 6-foot) exercise mats (for diving)
- 1 Porta-pit with harness (for diving)
- 14 flash cards (for diving)
- 21 sets of flash cards for judges (for synchronized swimming)
- 7 judges stands (for synchronized swimming)
- 75 white deck chairs (with design approval)
- 4 red flags, two-square inches, wood handle
- Tool box, assorted tools
- 4 (50-foot) hoses with power nozzles
- 8 (50-foot) extension cords, grounded
- 36 garment bags
- Synchronized swimming sound equipment included at each training site and competition site were two variable speed cassette decks, two underwater speakers, air speakers, mixer-amplifier, microphone and stopwatch.

Training

Training requirements for swimmers were planned by the LAOOC to include a minimum of two, two-hour sessions a day, based on six athletes per lane at the seven training sites, competition pool and warm-up pool. Because fewer athletes actually participated than there was capacity for, training space was more than adequate. Teams were scheduled on a rotating basis in the competition pool. No training was allowed in the warm-up pool during competition times. Athlete entry was strictly enforced and limited only to those warming up for an approaching race or cooling down after competition. The competition pool was available for open training between competition sessions, but only to athletes competing that day, though this was difficult to enforce.

All pools opened at 0600 each day and closed at 2000.

The divers' training schedule consisted of two 90-minute sessions at one training site and at the competition site. For the synchronized swimmers,

the allocation of training hours varied because few teams requested training prior to 29 July. Two training sites and the competition site were available. The divers were also allowed to train during the preliminary swimming trials. This unique plan was approved by FINA.

Swimming—description of training sites

Location	Description
Barnes Park	20 miles (32 km) from USC-one 50-meter, 6-lane pool
Exposition Park Swim Stadium	.6 miles (1 km) from USC-one 50-meter, 8-lane pool
Olympic Swim Stadium	16 miles (26 km) from UCLA and adjacent to the USC Village-two pools; 50-meter, 8-lane competition pool and 50-meter, B-lane warm-up pool; available during non-competition hours
Roosevelt High School	10 miles (16 km) from USC-one 50-meter, 8-lane pool
Smith Park	20 miles (32 km) from USC-one 50-meter, 8-lane pool
Sunset Canyon Rec. Center	at UCLA Village-one 50-meter, 8-lane pool
Van Nuys/ Sherman Oaks Rec. Center	10 miles (16 km) from UCLA-one 50-meter, 8-lane pool
Verdugo Park Pool	16 miles (26 km) from UCLA-one 50-meter, B-lane pool

Synchronized swimming—description of training sites

Location	Description
Cerritos Olympic Swim Center	35 miles (56 km) from UCLA, 20 miles (32 km) from USC-one indoor 50-meter pool with a depth and configuration nearly identical to the competition pool
Olympic Swim Stadium	16 miles (26 km) from UCLA and adjacent to USC-one pool available from 29 July to 12 August between 1900 and 2000 during non-competition hours
Sunset Canyon Rec. Center	at UCLA-one 50-meter pool

Diving—description of training sites

Location	Description
Industry Hills Swim Center	50 miles (80 km) from UCLA and 35 miles (56 km) from USC-springboard and platform diving facilities available
Olympic Swim Stadium	16 miles (26 km) from UCLA and adjacent to USC-the competition well available for training during non-competition hours

95 Diving proves popular with a huge audience in the Swim Stadium at the University of Southern California.



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96 Pepperdine University in Malibu, California provides a scenic backdrop for the water polo competition.

The water polo venue

The spectacular view surrounding Pepperdine University made the water polo venue one of the most beautiful of the 1984 Games. The campus, located in the foothills of the Santa Monica Mountains, overlooks the Pacific Ocean.

The Raleigh Runnels Memorial Pool at Pepperdine, constructed in 1975, had to be adapted for Olympic use because it didn't meet FINA specifications for a minimum pool depth of 1.8 meters. This was easily resolved by plugging the drains in the pool gutters and allowing the water to rise to the deck level. The total facilities used at Pepperdine were excellent.

The LAOOC competition staff thought that the use of two separate venues for the aquatic sports relieved scheduling and traffic problems and permitted water polo to gain its own identity. The water polo venue had its own staff, with the exception of the commissioner whose responsibilities covered all aquatic disciplines.

A highly valuable tool in the training and identification of staff and in the testing of the venue facilities was the III FINA Cup, held at Pepperdine in May

1983. It was the first of the LAOOC's 1983 events and gave great impetus to the planning for all of the venues and the various sports competitions held that summer. The event was technically a success, proving for the first time the LAOOC's ability to organize and run an international-class pre-Olympic sports event. However, design and Look features were still in the early planning stages and many of the service departments such as access control, accreditation and ceremonies had problem areas that were pinpointed and resolved in later events.

During the Games, more than 73,000 spectators attended seven days of competition. Forty-two games (six per day) were played beginning with the preliminary rounds on 1-3 August and the championship round on 6-7 and 9-10 August.

Yugoslavia and the United States played to a 5-5 tie in the last game of the tournament on 10 August and both teams finished with four wins, no losses and one tie after the championship round. Yugoslavia won the gold medal on the basis of total goals scored. The Federal Republic of Germany won the bronze medal. Manuel Estiarte of Spain led all scorers in the tournament with 34 goals.

Field of play

The 50-meter by 25-meter competition pool was divided by a decorative canvas screen to create a 30-meter by 20-meter field of play and a shallow warm-up area. The pool depth at the west end of the competition area decreased to four feet which did not meet with FINA regulations. Therefore, the field of play was made one foot shorter than its ideal dimension and the overflow valve was shut off to allow the water in the pool to rise almost to the edge of the deck. Platforms for judges at the edge of the pool were built 18 inches off the deck to keep water from splashing on them. At its normal depth, the pool contained 700,000 gallons (2.65 million liters) of water and was illuminated by 52 flood and deck lights. Extra temporary lighting was provided by the LAOOC. Pool maintenance was provided by Pepperdine staff, under the direction of the LAOOC.

Floating goals and nets were made by the Porter Equipment Company of Chicago, Illinois, and competition balls were Mikasa W 6000.

Water polo competitors had the choice of three training sites. The competition pool was the favorite and teams were scheduled into 90-minute time blocks once a day. The Sunset Canyon Recreation Center 50-meter pool within the UCLA Village was available to all aquatic athletes on a sign-up basis. The Exposition Park Swim

Stadium, a 50-meter pool located just a few minutes away from the USC Village, was available for practice, though time had to be divided between swimming and water polo. Training times at the two off-site pools was between 0600 and 2000 hours each day, beginning 14 July. Twenty Mikasa balls were available at each site.

Sports administration and competition management

A single commissioner had ultimate authority over the four aquatic sports. A carefully planned management system that was tested and developed during the four 1983 events at USC and Pepperdine, functioned extremely well for the 50 ticketed sessions of aquatic sports during the Games. Water polo was assigned its own venue manager and competition director. At USC, one venue manager supervised all venue services and three competition directors directed the competition staffs for swimming, diving and synchronized swimming. During the Games, the commissioner spent most, if not all, of his time at USC, because of the complex integration of the venue and village construction schedules at USC as well as the demanding competition schedule. This required the venue manager at Pepperdine to be self-sufficient in managing the events for water polo.

Recruitment of the 1,568 paid and volunteer staff members at the two venues began before the 1983 pre-Olympic events and was accomplished primarily with volunteers from members of the national governing bodies and local aquatic clubs and service organizations. The staff and management system as well as the facilities were put to a true test at three pre-Olympic events held at the Olympic Swim Stadium and one at Pepperdine.

The key management personnel from each venue met separately once a week starting in November 1982 to determine roles and develop job descriptions for every required job at the venues. They also met and worked with the overall LAOOC management staff to coordinate each venue's needs with the total Olympic picture.

The McDonald's International Swim Meet at USC was held on 14-15 July 1983 and attracted 330 swimmers from 20 countries, including the USSR and the German Democratic Republic. The new pool passed its first test. The

Sports Administration and Competition Management

meet, which was run concurrently with the McDonald's International Diving Invitational, 14-17 July, was covered by some 403 members of the media. More than 750 volunteers assisted the LAOOC staff in staging the two events.

The Sunkist American Cup II for synchronized swimming on 5-7 August at USC drew competitors from 15 nations and 180 members of the media. Over 400 volunteers worked the event.

Since FINA officials and judges were to officiate the competitions during the Games, the LAOOC also attempted to use some of these same individuals for the LA83 events. This helped define the responsibilities between the LAOOC and the federation.

Many of the volunteer job descriptions were developed during the LA83 events and refined before the Games. Some of the key positions at the USC venue developed as follows:

Escort teams of three assisted in the timely entrance and exit of athletes on and off the pool deck during competition. Swimmers were lined up in the order of lane assignments and a lead escort preceded the swimmers in a particular heat onto the deck through the entry gate at the southeast end of the field of play while the trail escort followed the last swimmer (lane eight).

The swimmers were led to their assigned place at the starting blocks at the east end of the pool for introductions by the announcer. After the event, the role of the trail and lead escorts were reversed as the swimmers were led off the pool deck. A badge escort collected and returned the swimmer's Olympic accreditation badges as they entered and exited the field of play.

A personal effects carrier was assigned to each lane to collect a basket of the swimmer's clothes once the gun was fired for the heat. The carrier replaced the full basket with an empty one on the deck for the next heat, but left behind the swimmer's robe or towels on the swimmer's chair. The full basket was taken to the post-event room. Another person monitored the swimmers' belongings in the post-event room and any items not immediately collected by the swimmers were placed in small plastic bags which were sealed and labeled with the proper lane and event number and sent to the athlete services area. Synchronized swimmers and divers left their belongings in the pre-event areas and picked them up there after competition.

Groups of eight deck marshals worked either an 0530 to 1400 shift or a 1330 to 2200 shift during the pre-competition phase. Two persons were assigned to monitor access lanes and equipment at the warm-up pool. At the

competition pool, two marshals were assigned to monitor deck access; two were assigned to monitor traffic, lanes, equipment and schedule on the pool deck; one marshal monitored the diving pool deck access; and one served as a supervisor. During the actual competition phase, the schedule of the deck marshals was as follows:

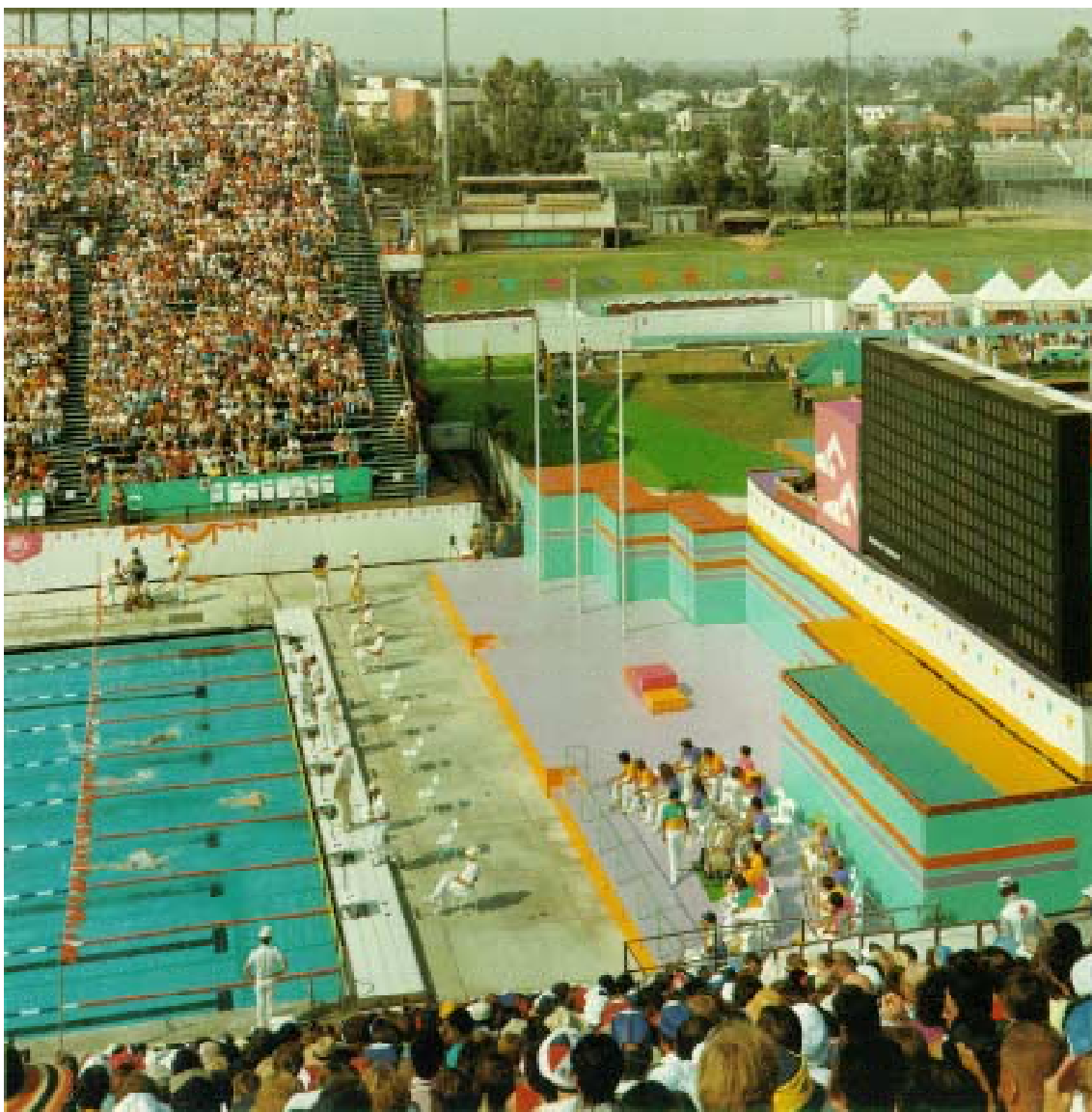
- 0530 to 1130, six persons scheduled
- 0730 to 1230, six persons scheduled
- 1230 to 1500, four persons scheduled
- 1500 to 1830, six persons scheduled
- 1600 to 1830, six persons scheduled
- 1600 to 2200, four persons scheduled

Deck marshals strictly enforced the rule allowing only athletes involved in competition on a particular day or session into competition and warm-up areas. Open swim training was available in the competition pool between sessions only for those athletes competing that day, and at the Los Angeles Swim Stadium (the 1932 Olympic pool) during competition sessions. A shuttle service operated every five minutes for the Swim

Stadium. Swim coaches were informed, in writing, of these policies when they arrived in Los Angeles.

While staff was being recruited and trained, the design of the temporary facilities for the LA83 events and the Games was taking place. The key design factors at USC were the location and orientation of the competition facilities, spectator access and location of competition support facilities. The competition pool is wedged between a parking structure and McClintock Street, on an east-west axis that dictated that bleachers be placed north and south of the pool. The entire venue incorporated a portion of an existing baseball field at USC, its support building, an intramural field, a football practice field, a surface parking lot and a four-story garage. The site was divided by McClintock Street, a private university road. All ancillary competition and spectator facilities were temporary and supported all three aquatic sports that were held there.

Because of the proximity of the parking structure to the pool, bleachers on the west side of the stadium would have blocked public access and were not constructed. Bleachers, however, were constructed to the north, south and east of the swimming and diving pools. The east bleachers extended 25 feet into McClintock Street. Spectators entered the venue entirely from the west and were seated on the west half



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97 Turn judges ensure competitor compliance with the rules of swimming, while the band looks on.

98 A diver in action at the Olympic Swim Stadium.

of the bleachers to the south of the pool, and in the bleachers north and east of the pool. Journalists and Olympic Family members entered from the south of the venue and were seated on the eastern half of the southern bleachers near the swimming finish line. Non-competing athletes sat in available seats in the Olympic Family and press sections, and in the seats to the east of the diving pool.

No parking was available for spectators near the venue. Staff parked in the structure west of the venue.

The USC and Pepperdine site plans were arranged so that each major user (spectators, athletes, staff and media) had its own entry, pedestrian circulation system and space.

Construction of the temporary facilities began in May of 1984 and was not completely finished when the villages opened on 14 July. This created gaps in venue security and swimming organizers had to request assistance from the Los Angeles Police Department (LAPD) on the pool deck during swimming practice times. Construction personnel access and delivery of materials to the site also became a security issue until construction was completed and the access control program could be fully implemented. Within one week from the date the village opened, however, the USC swimming complex was 75 percent complete. The week before competition was devoted to making final inspections and installing decorative items.

As soon as competition was completed on 12 August, tear down of the venue began. Within two weeks, the site was almost empty. By 1 September, the USC football practice field had been resodded and a week later 95 percent of the venue was cleared except for the permanent competition pools.

Summary

Two competition venues, both outdoor, were used for the four aquatic sports events. Water polo was held on the beautiful campus of Pepperdine University, overlooking the Pacific Ocean. Swimming, diving and synchronized swimming, a new Olympic sport, were held at the new Olympic Swim Stadium, which was built with funding from the McDonald's Corporation. A garden-like atmosphere was created at the competition sites by planting thousands of flowers and trees and decorating the venues with brightly colored banners. Theme towers were erected at both Pepperdine and USC to mark the spectator entrances.

LAOOC / Swimming staff totals

Access Control	59
Competition	296
Concessions	4
Finance	11
Food Services	17
Internal Audit	2
Language Services	23
Material Logistics	9
Medical Services	50
Press Operations	41
Protocol	2
Security	1
Spectator Services	248
Telecommunications	65
Technology	80
Ticketing	20
Venue Management	10
Totals	941 *

*Does not include contracted staff

LAOOC / Water Polo staff totals

Access Control	81
Competition	143
Concessions	2
Finance	8
Food Services	9
Internal Audit	2
Language Services	11
Material Logistics	6
Medical Services	30
Press Operations	25
Protocol	2
Security	2
Spectator Services	113
Telecommunications	38
Technology	41
Television/Film	1
Ticketing	11
Transportation	91
Venue Management	11
Totals	627

A single commissioner supervised all four sports, though each sport had its own competition director and each venue, its own venue manager. A volunteer staff was recruited, trained and worked at four pre-Olympic events held at the two venues in 1983. Paid and volunteer staff totaled 1,568 during the Games (excluding contract staff).

The 1983 events included the III FINA Cup for water polo on 7-14 May; the McDonald's International Swim Meet 14-15 July; the McDonald's International Diving Invitational 16-17 July; and the SunKist American Cup II for synchronized swimming 5-7 August. These events provided a true test of the new facilities, an evaluation of personnel and positions and a definition of the responsibilities between FINA and the LAOOC.

During the Games, the schedule of events was carefully coordinated and at least one of the four aquatic sports took place each day of the Games. Most staff at USC were given at least



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one day off a week. Swimming began 29 July and finished 4 August with a rest day on 1 August. Water polo competition was held 1-3 August, 6-7 August and 9-10 August. Diving began the day after swimming finished and concluded on 12 August. Synchronized swimming was scheduled for 6 August, 8-9 August and 12 August and was coordinated with the diving schedule.

In retrospect, all of the competition facilities worked exceptionally well. At water polo, the water level in the existing pool was not deep enough but was successfully raised. The pool was divided into a warm-up and competition pool through the use of a cleverly designed screen. At USC, 11 world records were set in the new competition pool, which had moveable bulkheads for the first time in the Games. The bulkheads, made of perforated plastic, forced the waves to pass through or under the bulkhead, eliminating wake and making the pool even "faster". One bulkhead was moved to the center of the pool to create a 30-meter by 22.5-meter competition area for synchronized swimming.

Fifty ticketed sessions in 15 days of the four aquatic sports attracted nearly 380,000 spectators and were serviced by more than 1,500 volunteers and paid staff. The volunteers brought with them an unselfish and friendly attitude and provided a lasting impression for the spectators, officials and athletes at the USC and Pepperdine venues.

99 The swimming and diving complex at USC uses many temporary facilities for the Games, including the above-ground training pool at right.

30.09.18 Tennis

The LAOOC reintroduced tennis to the Olympic Games as a demonstration sport in preparation for its status as a medal sport in 1988. Sell-out crowds for every session saw some of the top young tennis players in the world.

Singles competition for 32 male and 32 female athletes was held at the newly built Los Angeles Tennis Center on the campus of the University of California, Los Angeles (UCLA) from 6-11 August. The 7,000-seat stadium (center court seating) was bordered on one side by the athlete village at UCLA and on another side by the gymnastics venue.

Policies governing Olympic medal sports are set forth in the Olympic Charter but do not apply to demonstration sports. Therefore, the LAOOC and the International Tennis Federation (ITF) planned the format for the Olympic tennis competition in Los Angeles. To help solve accreditation and housing issues for athletes and officials, the ITF was treated like an NOC and was responsible for all player entries and Olympic Family lists. The athletes were housed in the UCLA Village and were able to attend Opening and Closing Ceremonies if their national delegations allowed

them. Coaches (accredited as technical advisors) were housed in a nearby college.

Any player born in 1964 or later was eligible to compete, regardless of professional or amateur status. Special medals were designed for the demonstration sports which were similar to the official Olympic medals, with the Cassioli design on one side and tennis athletes on the other.

The umpires and referee were selected by the ITF and the LAOOC-appointed competition director and the referee controlled the matches. There were no incidents for the Jury of Appeals to settle.

Steffi Graf of West Germany defeated Sabrina Goles of Yugoslavia 1-6, 6-3, 6-4 to win the gold medal in the women's single elimination bracket. Raffaella Reggi of Italy and Catherine Tanvier of France each received bronze medals since there was no playoff for third place. Stefan Edberg of Sweden won the men's gold medal by beating Francisco Maciel of Mexico 7-6, 6-1. Jimmy Arias of the United States and Paolo Cane of Italy received bronze medals.

Participants were invited to compete based on the following criteria: 20 players were selected by the ITF from nominations submitted by national associations, four players were selected by the United States Tennis Association, and eight players were selected by the ITF from the 1983 Junior World Rankings. The 36 countries represented in the event were limited to two male and two female athletes, with the exception of the United States, which entered four women and four men.

Field of play

Completed just prior to the Games, the eight-court Los Angeles Tennis Center stadium and clubhouse was funded through private donations raised by UCLA and the Southern California Tennis Association. The Olympic competition used only four of the hard-surface courts and temporary bleachers were raised on the additional courts to bring the seating capacity to 8,700 at center court and 1,000 on court two.

Four courts were utilized during the first three days of competition, two courts the fourth day and one court for the semi-finals and finals on the fifth and sixth days. The concrete courts were treated with a chemical process

called Pacific Pave, and were in excellent shape for the tournament.

Penn tennis balls were furnished for training, warm-up and competition. The *Star in Motion* was printed on the 360 dozen balls ordered for the tournament.

A local sporting goods store provided a racket stringing service to the athletes at no charge and also offered equipment repair, a pro shop service and issued items such as sawdust. The players had a lounge in the clubhouse where EMS terminals, refreshments and a tournament desk were available. The tournament desk volunteers helped participants schedule practice times and generally served as a link to the training site while carrying out the tournament schedule. Athletes could schedule training on the Olympic competition courts or could practice at one of the six courts in the UCLA Village specifically reserved for tennis players. Five more recreational courts were located in the village and the tennis competitors found sufficient court time available.

100 The Los Angeles Tennis Center is a new facility built just before the Games by the University of California, Los Angeles.





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101 Fans flock into the tennis venue; tennis was a demonstration sport in the 1984 Olympic Games.

Sports administration and competition management

Because a new facility was utilized, the LAOOC did not have to spend any time restoring or upgrading the venue. Early access helped the staff become familiar with the structure because there were no existing tenants at the time. Most of the construction at the venue dealt with installing Look items, erecting temporary bleachers around court two and putting up tents for staff entry, spectator first aid, press operations and food services. Some light standards were removed from the center court seating to reduce obstructed-view seats. Administrative offices were established in the existing two-story clubhouse and a converted storage area. The press sub-center, shared with gymnastics and the village, was located in Ackerman Student Union, approximately 400 yards from the venue. The shared services were a good idea but the location was too far away. However, a press interview tent was set up inside the venue next to the clubhouse. Off-site parking and a shuttle service for staff was shared with gymnastics and the village and the two competition venues shared food service facilities. Nearly 100 staff members worked both gymnastics and tennis under an "umbrella staff" concept. For press operations, food services and technology, the sharing of staff worked well. But the Material Logistics Department should have been separated so efforts at each venue could be concentrated. From a financial and logistical standpoint, the umbrella concept was a good idea. However, staff training schedules, accreditation and sport-specific tasks may have been better served by having separate staff.

For the sport-specific tennis staff, the majority had worked as volunteers at Southern California tennis tournaments and were familiar with the event and their responsibilities. A total of 375 paid and volunteer staff worked at tennis.

Summary

Tennis was awarded demonstration status in 1984 and was highlighted before sell-out crowds at the newly-built Los Angeles Tennis Center.

The LAOOC tournament limited entries to 32 men and 32 women and doubles play was not included. Although tennis organizers thought doubling the number of athletes may have created even more spectator interest, the size of the tournament was sufficient given the constraints of the facility.

The use of a new facility that had already been planned and paid for with private funding helped showcase the tennis event and also precluded making many facility improvements. The location of the tennis venue next to the popular gymnastics venue and UCLA Village helped draw attention to tennis.



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**30.09.19
Volleyball**

More spectators than ever before witnessed the 1984 Olympic volleyball competition, as the Long Beach Convention and Entertainment Center's Main Arena accommodated more than double the seating of any previous Olympic volleyball venue. All matches were held on one court at one site and the 12,033-seat arena was sold out six months before the Games began.

The Long Beach complex was also host to fencing, creating a unique shared-staff situation. Though fencing and volleyball both had their own competition staff, most support departments and venue management were shared. Some facilities were shared as well. The huge Exhibition Hall was used primarily for fencing preliminary bouts and also served as a

102 The Long Beach Arena is covered in festive colors for the volleyball competition.

103 The volleyball tournament includes competition for 10 men's teams and eight women's teams.

warm-up area for both fencing and volleyball. Two volleyball courts were set up in a corner of the hall and temporary walls were built around them in an attempt to keep the noise away from the fencing competition pistes. Spectators used the same lobby entrance for both sports but large pictograms and alert ticket takers prevented confusion. Since venue management was shared, less office space was needed for support operations than if there had been two separate venues.

On the competition side, volleyball action began at 1000 hours on 29 July and went almost nonstop until 11 August. The first ten days of competition were made up of two two-match sessions a day, with men and women competing on opposite days. The women's final match was on 7 August, while men's semi-finals began 8 August with five matches scheduled. A rest day was set for 9 August and men's finals were held 10-11 August.

China emerged from the eight-team women's field with the gold medal, beating the United States 16-14, 15-3 and 15-9 in the final. Japan defeated Peru 13-15, 15-4, 15-7 and 15-10 to take the bronze medal. The U.S. men won the gold medal from a 10-team field, beating Brazil 15-6, 15-6, and 15-7 in the final. Italy beat Canada 15-11, 15-12 and 15-8 for the bronze medal.

Field of play

An innovative approach to building the competition floor proved extremely successful. The surface provided by the BAT Taraflex company was of proven quality but the LAOOC faced the challenge of laying the floor on a wooden basketball court for the first time. Because standard U.S. basketball courts are 66 centimeters narrower than international volleyball competition requirements, the LAOOC construction crew fabricated the necessary addition. A second problem of an eight-centimeter dropoff around the free zone was solved when 60-centimeter-high foam barriers placed around the court perimeter brought attention (by color deviation) to the drop-off and served as a safety buffer as well. The barriers were in small sections and were easily moved to allow competitors and competition personnel to walk on and off the court. A non-porous BAT Taraflex floor was installed, despite the insistence of the Federation Internationale de Volleyball (FIVB) that a porous floor be installed, because insufficient air-conditioning often causes perspiration on non-porous surfaces. The LAOOC knew, however, that the arena's cooling system was excellent and that the "non-porous" Taraflex floor was actually slightly porous. The Taraflex Sport M Orange floor was used on the competition surface with Taraflex Sport M Green 512T flooring installed for the free zone. The orange and green floor surface contrasted with the purple foam barriers surrounding the court, adding to the festive look.

Lighting in the arena had been upgraded by the City of Long Beach in the spring of 1984, but was still unacceptable to the FIVB, although no lighting standards or requirements had ever been set forth by the federation. Prior to competition, the angle of the lights was still too direct and the intensity too great. Each light had to be individually diffused. The decorative ceiling banners helped to further diffuse the total light, but the 47-degree angle of the lights could not be corrected. A fixed angle of 80 to 90 degrees above the court is recommended by the LAOOC.

Communication was initially a problem both for teams warming up for upcoming matches and for individuals warming up during a match. The solutions were easily identified and implemented. Because the team warm-up areas at the Exhibition Hall were so far from the competition arena, closed circuit television screens were installed so teams that were warming up could follow the match that was in progress without running back and forth to the arena. For the competing teams' exercise area, which was just out of audio and visual range of the coaches, a microphone/speaker system was set up between the team benches and the warm-up area.

One thousand volleyballs were ordered from Mikasa of Japan and were divided up between the competition court and the four other training sites. Mikasa also provided air-pressure gauges, manual ball inflation pumps and ball inflation needles. The Senoh Corporation of Tokyo, Japan, provided 25 nets, 22 antennas plus spares, 11 sets of standards, measuring rods, referee stands and special court mops.

Nine courts were used for team training, including the competition court at the Long Beach Arena, but not including the two warm-up courts in the Exhibition Hall. Training was scheduled between 0900 and 1900 each day but the LAOOC volleyball staff thought 1900 to 2100 would have been popular training hours. On 28 July, training began at 0600. An attempt was made to allow teams more than the one-to-two hour training sessions on the competition court, as allowed by FIVB. From 14-27 July, the arena was available for training between 0900 and 1900 hours, providing more than adequate training time for all teams. At the outlying training sites, which offered two courts at each site, teams were allowed to schedule two two-hour sessions a day if they shared a training facility. One site, Los Angeles Valley College, was farther from the villages than any other training site, except Long Beach Arena. It was used very little, causing some crowding at the other sites. Lockers, showers, volleyballs and first aid facilities were available at each location.

Volleyball training sites	Distance from USC/UCLA village
Long Beach Arena	37 km (23 miles) from USC
	51 km (32 miles) from UCLA
Los Angeles Valley College	27 km (17 miles) from UCLA
Los Angeles Trade Technical College	3.2 km (2 miles) from USC
Manual Arts High School	0.5 km (0.3 miles) from USC
Palisades High School	8 km (5 miles) from UCLA

Sports administration and competition management

Space requirements for the competition and venue staff were generally filled by adapting existing offices at the Long Beach facility. The shared venue management staff occupied the meeting room area in the lower level of the Terrace Theater and an elevated hallway overlooking the main spectator lobby while the volleyball competition staff utilized rooms off a concourse encircling the volleyball arena.

The coordination of materiel logistics, construction, spectator services and other support services was crucial because of the complexity and size of the Long Beach Convention and Entertainment Center. For this reason, sharing venue management and support departments with fencing was crucial. Since the LAOOC had contracted with Facilities Management Inc. (FMI) for electricians, stagehands, maintenance personnel and other support services for the entire venue, one central management staff was necessary. Though each sport had its own commissioner, one venue director and two assistants supervised the entire Long Beach venue. Most support departments were shared, though each sport generated specific needs. For this reason, the sharing of staff was not always acceptable to some sport-specific personnel who wanted sport-specific staff.

Volleyball had its own competition staff of 224. This included a statistical crew that provided detailed game and match statistics almost instantly. A small computer was used to compile such statistics as blocks, hitting errors and kills. An operator entered each statistic into the computer during a game as another person called the plays. A third person provided a manual backup. A typist compiled a detailed play-by-play with the help of a caller and a person providing manual backup. The game-by-game statistics were well-received by the world broadcasters but the written press was more interested in the final match statistics. An explanation of the scoring system was provided to the media in English and French to help explain statistics they may not have previously seen. The results management team was required to provide only match scores and line-ups.

LAOOC / Volleyball staff totals

Access Control	66
Competition	224
Concessions	4
Finance	14
Food Services	21
Internal Audit	6
Language Service	40
Material Logistics	8
Medical Services	111
Press Operations	56
Public Information	24
Security	5
Telecommunications	53
Technology	80
Television/Film	3
Ticketing	10
Transportation	127
Venue Management	60
Totals	912*

*Totals do not include contract staff (security, maintenance, concessions, ushers, construction); totals do include staff shared with fencing

Summary

The popularity of volleyball in Southern California helped fill the biggest arena ever to host Olympic volleyball. The arena was part of the massive Long Beach Convention and Entertainment Center, which also served as the site for fencing. Within the facility, the huge Exhibition Hall was able to accommodate fencing preliminaries and volleyball and fencing warm-up areas while fencing finals were held at the Center's Terrace Theater. All volleyball matches were held on one court in the main arena. Because fencing and volleyball shared the venue, venue management and most support staff were shared as well. This shared-staff concept saved space and provided crucial coordination of venue services.

Existing office space filled the volleyball competition staff's needs as well as the office needs of the shared venue management and support staff. Permanent seating for 12,033 was filled to capacity.

A BAT Taraflex non-porous playing surface was installed over a basketball court with great success. Placing the volleyball flooring over the wooden court instead of the traditional concrete base provided a springy surface as opposed to the unyielding cement. An innovative foam-barrier system around the free zone was acclaimed by athletes and medical personnel as an excellent safety device. Lighting in the arena was initially a problem because of the intensity and angle of the individual lights. After the lights were individually diffused, the 47-degree angle was less of a problem, but LAOOC officials recommend an 80-degree angle which should be required by the FIVB.

Competition for the 13 days of men and women's volleyball was intense and sell-out crowds of 12,033 were counted at all of the 24 volleyball sessions.



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30.09.20 Weightlifting

Newly-built Gersten Pavilion at Loyola Marymount University took on the festive and dramatic look of a true weightlifting hall, with the aid of colorful banners, a center stage and spotlights on the athletes.

Construction of the 63,800-square-foot (5,930-square-meter) facility was completed late in 1981 at a cost of \$4.2 million. Competition took place in the new gymnasium. An older gymnasium adjacent to the new facility was utilized for training. An 11,000-square-foot canvas-covered scaffold structure was erected within a few steps of the competition platform as a warm-up area.

The LAOOC built the lifting platforms for competition, warm-up and training out of hand-selected kiln-dried Douglas Fir lumber, reinforced with iron bars. The four-meter square competition platform was elevated one meter off the Pavilion floor by a 12-meter-square stage. A special backdrop of steel

scaffolding decorated with colorful banners was built behind the lifting platform to hold two scoreboards and two 10-foot by 15-foot closed circuit television screens. The popular television screens showed instant replays of lifts and followed the pre-lift and post-lift action in the warm-up room. Spectators looked on from the right and left of the lifter while seats for the press were located directly in front of the competitors.

One-hundred and eighty-seven athletes from 48 NOCs competed in the 10 weight classes. One weight class was contested on each day of competition from 29 July to 8 August, beginning with lifters up to 52 kilograms and ending with the over 110-kilogram weight class. A rest day was scheduled for 3 August. Competitors were divided into two groups according to their best

qualifying performances. The lifters with the lower qualifying marks were placed in group B, with that session beginning each day at 1400. Those with the better marks competed in group A. The group A sessions began at 1800 hours each evening. An awards ceremony was held at the conclusion of each evening session. Organizers had originally scheduled three sessions per day in certain weights, but group C competitions were unnecessary since the boycott of the Games by the Eastern bloc nations reduced the overall number of competitors.

The following are the gold medal results for weightlifting: up to 52 kg, Zeng Guoqiang (CHN), 235.0; up to 56 kg, Wu Shude (CHN), 267.5; up to 60 kg, Chen Weiqiang (CHN), 282.5; up to 67.5, Yao Jingyuan (CHN), 320.0; up to 75 kg, Karl-Heinz Radschinsky (FRG), 340.0; up to 82.5, Petre Becheru (ROM), 355.0; up to 90 kg, Nicu Vlad (ROM), 392.5; up to 100 kg, Rolf Milser (FRG), 385.0; up to 110 kg, Norberto Oberburger (ITA), 390.0; over 110 kg, Dinko Lukim (AUS), 412.5. Olympic

104 Rolf Milser of the Federal Republic of Germany lifts 217.5 kg in the clean and jerk competition to earn the gold medal in the 100 kg class.

records were broken or tied in the following weight classes: up to 56 kg, Lai Runming (CHN), snatch lift, 125.0 kg (276 lbs), equaled the previous record; up to 90 kg, Vlad's (ROM) total of 392.5 kg (865 lbs), clean and jerk of 172.5 kg (380 lbs), and snatch lift of 220.0 kg (485 lbs), were all Olympic records and in the up to 100 kg class, Vasile Gropa's (ROM), 217.5 kg (480 lbs) lift in the clean and jerk equaled the Olympic record.

Field of play

Great care was taken in the construction of the competition lifting platform. First, two-inch by six-inch by four-meter-plus kiln-dried lumber was hand-selected. Those pieces were laminated together to form one-meter by four-meter sections, which were reinforced by four one-meter by three-fourths-inch iron bars. Each section's top side was sanded before being drilled and doweled for further assembly. The dowels prevented vertical movement between the sections. Seven more iron bars were drilled into place to hold the four sections together. When the platform was completely assembled, it was cut to perfect measurement and sanded. The platform held up beautifully during competition and was sanded every third day to keep it as smooth as possible. The first platform that was built did not hold together when tested 48 hours before the competition, but another company was able to build the competition platform in 18 hours with another 12 hours needed to assemble it at the competition site.

For the 10 warm-up and 24 training three-meter square platforms, two-inch by four-inch by 10-foot lumber was again hand-selected. The pieces were laminated into 10-foot by six-inch sections and then laminated again in two 10-foot by three-foot sections and one 10-foot by four-foot section. The tops were sanded and each section was drilled in five locations for the connecting rods. Also, at the point where the sections were to be joined, slip rings were added to hold the connecting rods in place and to prevent movement between sections, although this didn't work as well as hoped. Unlike the competition platform, the training platform sections were not doweled and the sections tended to move vertically. The three sections were tightly bolted together with five iron rods. The top was sanded again when assembly was complete.

All barbells for competition and training were supplied by the York

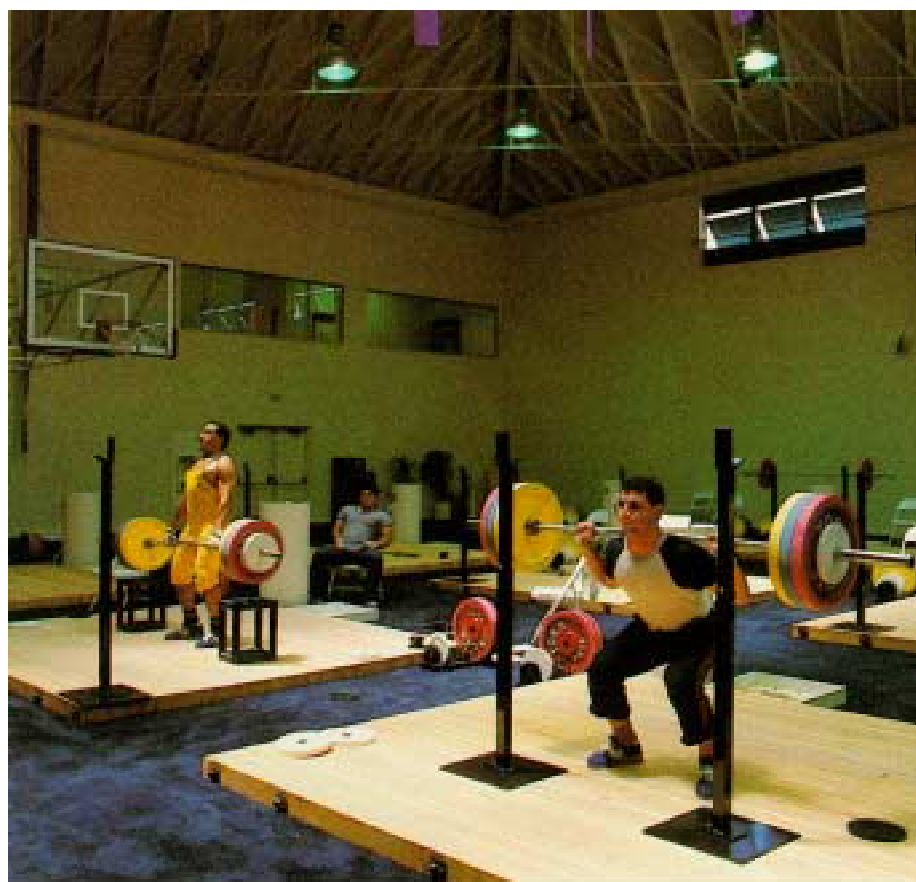
Competition Warm-up Training

Bars and collars	2	10	30
25 kg discs	8	40	156
20 kg	4	20	60
15kg	4	20	60
10kg	2	40	108
5 kg	2	40	108
2.5 kg	2	20	60
1.25 kg	2	20	60
1kg	4	0	0
.5 kg	4	0	0
.25 kg	4	0	0

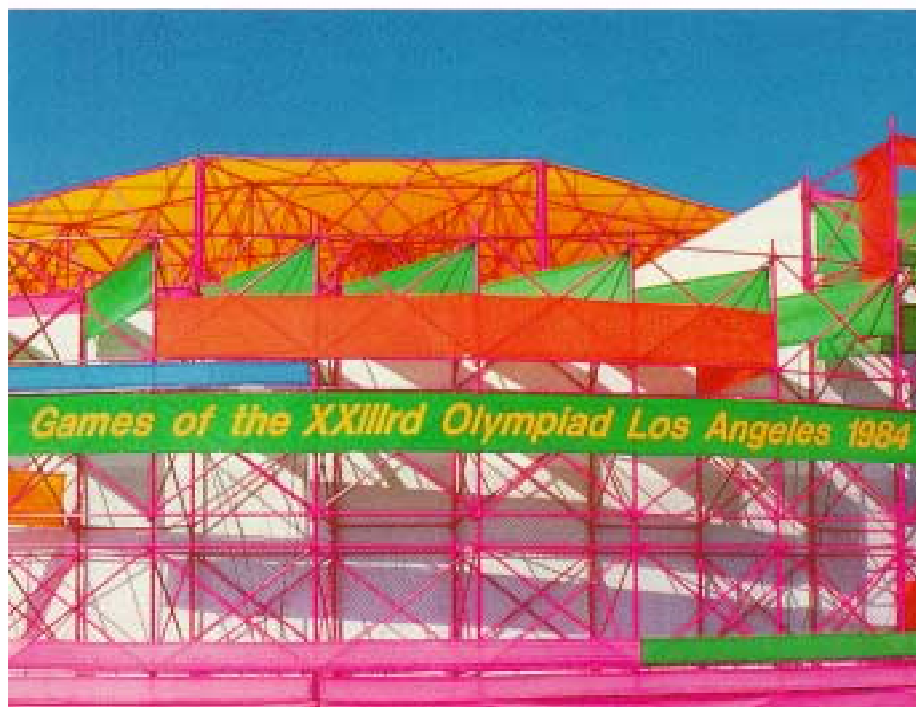
Barbell Company of the United States. The following is a list of barbell equipment at the venue:

Other equipment included 82 disc racks, 41 rosin boxes and 41 chalk boxes. The 135 pounds of chalk that was ordered proved to be too much and the 32 pounds of rosin was not enough. Equipment used only at the training and warm-up areas was as follows: 24 pair squat racks, 48 pair lifting blocks, two power racks, two bench presses, two incline presses, two hyperextension benches, four situp boards and six four-foot by eight-foot stretching mats.

Competitors arrived approximately two-and-a-half hours prior to the scheduled start of a session to prepare for the official draw of lots, which determined the order of the weigh-in and the order of the competitors' appearance on the platform. Two hours and 15 minutes before the start of a session, coaches and athletes gathered for the draw. *Sam the Olympic Eagle* weightlifting dolls, which had the lot numbers attached to the bottom of their feet, were selected by each competitor, who were allowed to keep the dolls as souvenirs. Two hours before competition, the official weigh-in began. A scale was provided in a reception area for lifters to check their weight. Athletes were allowed to bring their coach into the weigh-in room and were required to show their Olympic accreditation badges. Athletes were weighed in the nude or at most in briefs. When motionless on the scale for a moment, the scale recorded their bodyweight and produced a digital readout of the exact bodyweight. This weight was then put on the official weigh-in results sheet, along with tentative first attempts in the snatch and the clean and jerk. After the coach or athlete initiated the weigh-in form, the coach was given session badges for the athlete and team officials. These session badges were used as required entry passes for the warm-up area and everyone including LAOOC staff was required to have one in order to enter the warm-up area. Different colored badges were used for each day and session.



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105 Weightlifters train in the Alumni Gymnasium of Loyola Marymount University.

106 This colorful, giant scaffold structure encloses the athlete warm-up area for the weightlifting competition.

Sports Administration and Competition Management

A spacious warm-up area was provided a short distance from the competition platform, complete with 18 individual rest cubicles, 10 warm-up platforms, a sports medicine area, liquid refreshment area and two televisions. The warm-up room was a temporary structure made with steel scaffolding, canvas and a wood floor. Air-conditioning was provided both there and in the competition hall. The only negative aspect of the warm-up room was that the wood floor could not take the constant pounding of weights being dropped and began to bounce and vibrate, requiring daily repair.

Athletes were well taken care of at the training facility, located just to the north of the competition arena. Not only was the gymnasium well-equipped, but athletes, coaches and team officials were provided with a lounge that included a secluded, outdoor pool and whirlpool, sauna and massage tables. The training hall was a converted basketball gymnasium that was carpeted and decorated before the barbells and weights—more than 18,800 pounds worth—were brought in. Each of the 24 10-foot square by 3.5-inch-high lifting platforms was equipped with a 312.5-kilogram barbell set, two squat racks, two weight racks, one chalk box, one rosin box and two chairs. A pair of lifting blocks was available for every other platform. Other equipment at the training area included two vaulting boxes, six stretching mats, four abdominal boards, two hyperextension benches, two free-standing power racks, two bench presses, two incline bench presses and six 177.5-kilogram barbell sets.

The training hall was run by a manager and two assistants. A crew of 20 attendants (10 per shift) maintained and cleaned the platforms after each training session.

Training times for all teams were scheduled on a rotating basis. The designation of platforms was according to size of team. Each team got at least one platform and never had to share a platform with another team. A team that consisted of more than three athletes was given as many as four platforms. If the training hall was not full, teams were allowed to use

empty platforms. Peak training days were 25-27 July, and at least three athletes used the training area every day between 16 July and 8 August. The least popular training session was 0830-1030 hours; the busiest sessions were 1600-1800 and 1830-2000. More staff and equipment was available than needed, but the area was planned with more countries in mind than actually attended. The media was allowed into the training area with 24-hours advance notice and permission.

Sports administration and competition management

Two closed circuit television screens that followed the action of lifters in the warm-up area were extremely popular with the spectators. The screens also showed replays of each lift. The two 10-foot by 15-foot screens were positioned on both sides of a nine-foot-long by five-foot-high scoreboard that indicated athlete name, country, attempt, weight being attempted, time to lift the weight and "good lift/no lift" red and white lights. The scoreboard was highly visible except that the red and white lift lights were too small and not bright enough. Also, the horn that signalled the lifter to lower the weight was not loud enough. A second horn was added by the competition staff. Included on the large backdrop behind the lifting platform was the main scoreboard, showing athlete name, country, bodyweight, all attempts (successful and unsuccessful), best result, total and final placing. The lifters were listed according to the lot numbers they had drawn prior to weigh-in. Information on the board was excellent, but because the board was positioned too high, many spectators could not see it.

A nine-foot by five-foot Swiss Timing scoreboard, identical to the one on stage, informed those in the warm-up area what was happening on stage. Near the scoreboard were three eight-foot tables where the warm-up room expeditors worked. They were in

constant communication with a staff member at the announcer's table and relayed information concerning the order of lifters, the weight to be attempted next and changes to the order of competition, if any. The expeditors were also in contact with the loader leader to relay information on how to ready the bar for each upcoming lifter. Small eight-inch by 12-inch erasable plastic boards were used as attempt cards and laid out in the order of lifting on the tables. A card was prepared for each competitor during the weigh-in and draw and was updated throughout the competition.

A critical area of competition preparation is the loading of the barbell, where a mistake can cost a medal or cause an injury. The LAOOC recruited nine athletic men to be loaders. One was a loader leader, while the rest were divided into two teams. Each team alternated sessions so each could work an equal number of "A" and "B" sessions. The loaders sat just off-stage and were constantly ready during competition. If there was no change of weight between lifters, two loaders adjusted and positioned the barbell. If there was a change, two loaders removed the collars and weights, if needed, and left the stage while two other loaders brought additional or different weights to the barbell, and loaded, adjusted and positioned it. This system was well-rehearsed and the concept of connecting the loader leader with the expeditor in the warm-up area with head-sets prevented delays in the competition. The LAOOC competition staff looked for loaders who were in good physical condition with weightlifting experience. A working knowledge of kilograms was also helpful. Other responsibilities of the loading crew included cleaning and weighing of the weights and barbell before each session in addition to cleaning, sweeping and mopping the platform.

Bleachers for 4,500 spectators were placed on the two sides of the lifting platforms while judges and officials and the media were placed in front of the competition platform. The configuration transformed the arena, built for basketball, into a true weightlifting hall.

Summary

A facility recently built for basketball was successfully converted to an Olympic weightlifting hall at Gersten Pavilion on the Loyola Marymount campus.

The Loyola facilities were able to accommodate the training area while the LAOOC constructed a temporary but pleasant warm-up area adjacent to the competition arena. An added plus

LAOOC / Weightlifting staff totals

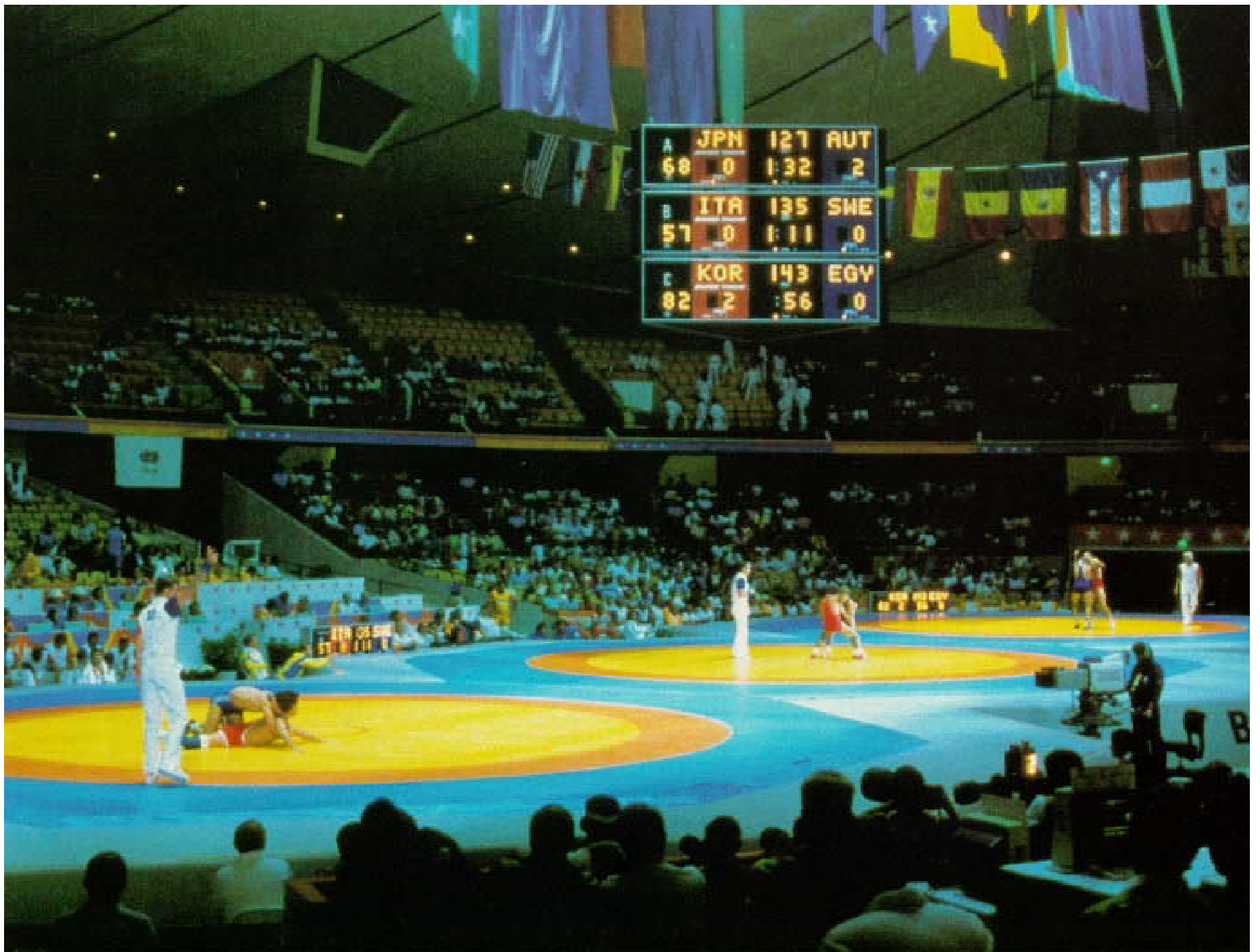
Access Control	46
Competition	122
Concessions	2
Finance	8
Food Services	13
Internal Audit	2
Language Services	15
Material Logistics	6
Medical Services	31
Press Operations	18
Protocol	13
Security	2
Spectator Services	54
Telecommunications	32
Technology	28
Ticketing	4
Transportation	63
Television/Film	2
Venue Management	13
Totals	474*

*Does not include contracted staff

for the athletes who spent long days at the venue was an athlete lounge, complete with an outdoor swimming pool and whirlpool.

The weightlifting organizers provided an added attraction for the spectators when two 10-foot by 15-foot television screens were placed on a scaffold structure behind the weightlifters, and showed instant replays of the lifts as well as action in the warm-up area.

Excellent planning and organization led to a competitive, exciting event and every detail from the selection of the barbell loaders to the construction of the competition platform was meticulously planned.



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30.09.21 Wrestling

A technically perfect competition will not be the only memory from the 1984 Olympic wrestling events. Competitors and spectators alike will recall a spectacular arena, decorated carefully from top to bottom with color-coordinated competition mats, festive banners and Olympic pictograms. Even the scoreboards were designed with the spectators and competitors in mind. A revolutionary computer-generated call-to-the-mat system was used for the first time.

The arena, part of the Anaheim Convention Center in Anaheim, California, was arranged in a special Olympic configuration that placed 7,200 seats in a tight oval around the three 12-meter by 12-meter octagonal competition mats. Spectators sitting in the first few rows sat just a few feet from the action.

Three competition mats specially colored by the HGB Backstrand Company to match the Olympic Look

were set up on 30-inch-high octagonal-shaped platforms in the convention center's main arena. A light grey carpet was placed around the mats, down the sides of the platforms and over the entire arena floor creating a safe, uncluttered field of play. Other venue space needs were filled by using the 100,000-square-foot North Hall, the 12,000-square-foot Grand Lobby and several other convention rooms and offices.

Preliminaries, group finals and finals were scheduled in the 10 weight classes for the two wrestling styles. Greco-Roman was contested from 30 July through 3 August and freestyle wrestling began 7 August and concluded 11 August. Each weight class required three days of competition, with finals scheduled the third, fourth and fifth days of each wrestling discipline.

Three off days were scheduled between the two styles to accommodate television scheduling. Two sessions were held each day, beginning at 1200 and 1800 hours.

Because of the distance from the

villages to the venue, the Federation Internationale de Lutte Amateur (FILA) made an exception to the rules, and the weigh-ins were held on the morning of each day of competition between 1000 and 1030 hours. The draw was held at 1030, according to the following schedule:

Greco-Roman draw schedule (kg)		
30 July	31 July	1 Aug
48	52	57
62	74	68
90	+100	82
		100

Freestyle draw schedule (kg)		
7 Aug	8 Aug	9 Aug
48	52	57
62	74	68
90	+100	82
		100

107 The wrestling competition at the Anaheim Convention Center features action on three mats simultaneously.

A total of 44 nations were represented at Anaheim. There were 135 wrestlers from 28 countries participating in the Greco-Roman competition and 151 wrestlers from 41 nations competing in the freestyle events. Each NOC was allowed to enter one competitor per weight class, in each style, for a maximum of 20 participants. The overall number of wrestlers was much smaller than anticipated due to the boycott by the Eastern bloc nations. However, the Greco-Roman competition had a high percentage of world championships medalists and recognized world-class performers. The absence of world champions was felt more severely in the freestyle events.

The following gold medal results were recorded in the Greco-Roman competition: 48 kg, Vincenzo Maenza (ITA); 52 kg, Atsuji Miyahara (JPN); 57 kg, Pasquale Passarelli (FRG); 62 kg, Weon-Kee Kim (KOR); 68 kg, Vlado Lisjak (YUG); 74 kg, Jouko Salomaki (FIN); 82 kg, Ion Draica (ROM); 90 kg, Steven Fraser (USA); 100 kg, Vasile Andrei (ROM); + 100 kg, Jeffrey Blatnick (USA).

The gold medal results in the freestyle competition were as follows: 48 kg, Robert Weaver (USA); 52 kg, Saban Trstena (YUG); 57 kg, Hideaki Tomiyama (JPN); 62 kg, Randy Lewis (USA); 68 kg, In-Tak You (KOR); 74 kg, David Schultz (USA); 82 kg, Mark Schultz (USA); 90 kg, Ed Banach (USA); 100 kg, Lou Banach (USA); + 100 kg, Bruce Baumgartner (USA).

Field of play

The three competition mats, each 12 meters (39.37 feet) in diameter were made by the HGB Backstrand company of Sweden. They were colored to coordinate with the Look of the Games. They had a chrome yellow competition zone, a red warning zone and a blue out-of-bounds area. The mats were placed on octagon-shaped platforms, 30-inches high, that were originally tried out at the World Espoirs Freestyle Championships held at the Anaheim Convention Center in August 1983. The 36-inch height of the platforms for the Espoirs meet proved to be too high, making access difficult. Though the competition was not officially sponsored by the LAOOC, it was a good test of the arena facilities. A manual call-to-the-mat system and athlete staging procedures were tested, and many Olympic staffers were identified. Operational plans were modified after the 1983 event, and the wrestling organizers felt the Espoirs meet was an invaluable experience for their pre-Games planning and organization.

Because of the reduced number of competitors during the Games, the LAOOC was able to conduct a higher percentage of the bouts on the center mat (or mat "B") which was better situated for the five host broadcaster television cameras that were centrally

located around the mat. Of the 242 Greco-Roman bouts, 124 took place on the center mat and 121 of the 271 freestyle bouts were contested there. In consideration of the spectators and television, the competition secretariat and the staging officer made an effort to prevent two contestants from the same country from appearing on the platform at the same time. The format of the championship finals was to conduct the bouts for third and fifth places simultaneously on the two outer mats, followed by the championship bout in singular fashion on the center mat. Though this did not conform with usual FILA procedures, the federation was extremely cooperative in approving this minor deviation as it was within the overall competition phase.

Delivery of the contestants to the mats was done through the joint efforts of the staging staff, escorts and announcers. Wrestlers moved to a final warm-up mat located immediately outside the entrance to the arena. If a contestant was late in appearing, staging stewards conducted a search. The final warm-up area was equipped with a 10-meter by 10-meter HGB Backstrand mat and the call-to-the-mat video system and staffed with escorts. The staging chief advised personnel in the warm-up area which bout was next and on which mat. Two escorts assembled the wrestlers and their coaches just inside the arena door, but out of sight of most spectators. Upon cue from the staging chief, the announcer introduced the wrestlers and escorts then led the wrestlers to their proper corners. In general, much of the credit for the orderly progress of the competition can be given to the team of announcers. Working closely with the staging staff, they maintained a timely flow of wrestlers to the mats and kept the spectators informed as to the identity of the contestants, the results of the competition and fine points of the rules and the styles of wrestling.

A revolutionary call-to-the-mat computer-video system was highly acclaimed for its efficiency in displaying current and upcoming bouts and made it very clear which color singlet each contestant would be wearing. This was part of a three-channel television system that allowed wrestlers and staff to follow the action in the main arena. One channel showed the bout currently in progress on a closed circuit system, one showed the host broadcaster network programming (mostly other Olympic events), and one channel showed the call-to-the-mat system. Wrestlers warming up in the North Hall area, for example, were able to keep track of the action at all times.

The call-to-the-mat system itself was a small computer equipped with a color monitor, programmed to include current and upcoming bout information. The television screen was divided into three horizontal bands, the top band for mat "A", the center band for mat "B" and the bottom band for mat "C". Each band was five lines deep, and each line indicated the weight class, country code of the wrestler in red, bout number and country code of the wrestler in blue. The color screen actually indicated red for the corresponding "red" wrestler and blue for the "blue" wrestler. The first line showed the bout on the mat, the second line flashed the bout on deck and the remaining lines displayed the next bouts to follow, in order. As a new bout moved to the mat, the others were scrolled upward and another was added on the bottom line. The system performed without a single flaw, was easy to operate and was easily understood by athletes, officials and coaches of all languages. Twenty-one screens were placed in various locations around the athlete areas in the North Hall, in the warm-up area and in venue management offices.

While the computer-aided call-to-the-mat system worked flawlessly, a separate attempt at using computer assistance was not so successful. A computer program was written to assist in the competition pairings but never functioned effectively. A skilled competition staff was able to manually prepare the pairing summaries within 15 minutes. Pairings were completed and verified within 10 minutes of the close of weigh-ins, and were published by the call-to-the-mat system no less than an hour before each session of competition. The mat schedule followed quickly and hand-drawn programs were delivered immediately to the arena floor for the assignment of officials. All systems were declared "ready to wrestle" an average of 31 minutes prior to each session's starting time. The failure of the computer pairings program was a disappointment because the program was too slow (requiring 40-60 minutes). A lack of coordination of essential information between the program writer and the secretariat led to the collapse of the pairings program. However, the computer program did significantly contribute to the production of weigh-in lists for the next day's competition.

Weigh-in took place each day of competition between 1000 and 1030 hours at the venue. Each weight class was assigned one scale for use throughout the competition. These 10 scales were used only for the official weigh-ins, while two other scales were available in the North Hall near the training center so athletes could check their weights. The official Toledo scales displayed digital readouts in increments of .05 kilograms. The

contestant's actual weight was printed on a tape readout, which would only print when the athlete was completely motionless on the scale. The tape gave absolute evidence of the reading upon the face of the scale. The weighing-in was conducted each day by referee-judges assigned by FILA. They were assisted from the pool of competition timers and scorers. Entry to each scale was controlled by an arrangement of ropes, so that only one contestant was admitted at a time to the scales, after verification of his license and Olympic credentials. Behind each scale was a large display board, with numbered spaces easily visible to athletes, coaches and officials. When a contestant's number was determined in the draw, a label bearing his country code was affixed to the board in the appropriate numbered space. Symbols were attached later to indicate subsequent weigh-ins or elimination from the competition.

Once he was properly weighed in on the first day of competition in his weight class, the athlete was directed to a large bowl to select one of many egg-shaped plastic containers. Sealed within each container was a handkerchief imprinted with the *Star in Motion*, the weight class and an individual number. After making public the number drawn, the athlete was allowed to keep the handkerchief as a souvenir. The "eggs" were identical, unmarked and opaque, and because the numbers were folded inside the handkerchiefs, security of the draw was total. An effort was made to limit the number of eggs in the bowl to the number of wrestlers entered. But because of errors in the entry lists, some numbers occasionally went unclaimed and at the close of the weigh-in, contestants' symbols were moved upward on the display board to fill any vacancies, in accordance with FILA rules. The weigh-in manager was entrusted with the official timepiece, opening and closing the weigh-in period by sounding an air horn. Over the last few minutes he would announce the remaining time and call for countries whose contestants had not yet appeared. Throughout the competition, the weigh-in and draw were problem-free.

Wall charts to announce the pairings were mounted in handsome glass-covered wooden frames. One set of charts was maintained in the spectator lobby and another set in the warm-up area for athletes and coaches. A third set was maintained in the pairings area and was substituted chart-by-chart for those on public display as they were updated. In the tradition of wrestling in the United States, the champions were presented with the wall chart of their

weight class in private after the awards ceremony.

Following each competition, an escort service was provided to reduce the number of people with direct access to the athletes and coaches. One all-purpose group of escorts was very successful in getting the individuals to media interviews, ceremonies and doping control.

Training was available for the wrestlers in the North Hall at the convention center. Six 10-meter by 10-meter mats, individually draped for privacy, six stationary bicycles and two trial scales were located there. This area served primarily as a warm-up area before athletes proceeded to the final warm-up area just outside the arena. Athletes could also train within their respective villages at USC and UCLA. At the USC Village, nine private, partitioned training areas, each equipped with a 10-meter by 10-meter (32.81 feet) HGB Backstrand mat, were available. Six private training areas and mats were available at UCLA. Each team was allowed to use one mat for two hours a day for Greco-Roman and two hours for freestyle competitors. Training dummies of various weights, medical facilities, toilets and Toledo scales were also located at the site. Training areas in the villages were not fully utilized.

Sports administration and competition management

The Anaheim Convention Center was divided into three working areas—the North Hall, the Grand Lobby and the Arena.

The North Hall became a mini day village for the athletes, open daily from 0700 to 2200 hours. LAOOC planners attempted to create a park-like atmosphere in the large, 100,000-square foot area. Fifty carpeted team rooms, two temporary structures for 10 showers, two dry heat saunas for 10 wrestlers, and two whirlpools were just a small part of the total operation. Twenty 24-foot by 25-foot semi-private rooms were assigned to teams, depending on their size. These "A" rooms included a conference table for six, massage table, foot locker and 12 beds. In 30 (12-foot by 28-foot) "B" rooms were conference tables for four, six beds, a footlocker and massage table. The walls of these rooms were constructed of pipe and drape partitions which were eight feet high. Two additional 14-foot by 25-foot hardwall-enclosed private team meeting rooms were available and included a large conference table and chairs.

Complete breakfasts and lunches were served daily in the North Hall for the athletes and their coaches. Athletes could select from a large number of food groups at the buffet-style food area and approximately 210 meals were served twice a day.

The training center was located in the

North Hall, along with doping control, a complete medical facility and the weigh-in area. In addition, the North Hall offered a recreational area with televisions, card tables and ping pong tables. A small area outside between buildings provided some fresh air and sunshine. The North Hall was off-limits to everyone except athletes, coaches and LAOOC staff and was highly secure.

Adjacent to the North Hall was the Grand Lobby (12,000-square feet), used primarily for LAOOC venue management and service departments such as technology, results distribution, protocol and language services. Several large rooms were used for competition management, security, pairings, officials briefing, press operations and interview areas.

The competition secretariat was of vital importance to the smooth operation of the wrestling competition. This person had total responsibility for the flow of information to and from the pairings master, the communications staff, the head officials, the FILA Bureau and the teams. Specific duties included supervision of the computer system, programs, pairings and bout sheets; coordination of weigh-in lists; and consultation with the FILA technical delegation to determine the number of rounds to be wrestled in each weight class for each session, the order of weights to be paired and wrestled and the mat assignment of each group in each weight class.

The bout sheets, drawn to FILA specifications, were bilingual (French and English) and were done in triplicate. The third sheet was separated and delivered to the judge. The second copy remained attached to the mat chairman's score sheet, and his scoring marked through to the second page. At the conclusion of the bout, all three copies were returned to the secretariat. The Swiss Timing computer tape then was attached to the chairman's copy and the two official sheets were filed in the pairings area where the results management team prepared the results for copying and distribution. The unofficial second sheet was delivered to the announcers and copied and distributed to the media for quick results.

The timing-scoring devices by Swiss Timing were exceptional and the down time for the entire competition totaled only four minutes on one mat. Scoreboards provided by Swiss Timing were specially designed with the spectator in mind. A three-sided, three-level letter-digital electronic display board followed the same format as the call-to-the-mat display and showed the country code in the proper color (red or blue) of the

competitors, the bout number, the weight class, points and cautions, bout time and time period for each mat. Scoreboards strategically located on each mat at floor level were provided for the competitors and floor officials. They were also visible to the television cameras. The mat chairman for each mat entered the information for the individual scoreboard at his mat, which was duplicated on the central spectator scoreboard. Each entry and time on the scoreboard was printed on a tape at the control panel and attached later to the official results.

Swiss Timing also provided an electronic official confirmation system, in which the mat chairman or judge awarded a point or caution to a particular athlete by pushing a spring release button on his control panel. The information was instantly illuminated in red or blue from a small box located next to the official.

Each mat was equipped with one official FILA video camera. Two recorders were used on each mat to insure a successful recording. FILA was given a master tape of the entire competition, a tape of all finals and a tape of all protests at the conclusion of the competition. Several protests were decided with the help of the video tapes.

Wrestling organizers planned special entertainment and ceremonies at Anaheim. A live band entered the arena 10 minutes prior to the first match of each session and entertained the spectators and included a version of the Olympic Fanfare. The fanfare followed the procession of the mat officials into the arena two minutes prior to the first match.

Ceremonies platforms were located on the south end of the arena, attached to the "A" platform near the athlete staging area. Prior to each championship match, six trumpeters marched to the center mat and played a fanfare announcing the entrance of the athletes. During the awards presentation following each championship match, the trumpeters again entered the arena and played while the athletes were escorted a short distance to the awards platform. An electronic flag-raising apparatus was located at the north end of the arena.

Summary

An intimate yet dynamic atmosphere was created at the Anaheim Convention Center for the 1984 Greco-Roman and Freestyle Olympic wrestling events. At center-stage were the three competition mats which were colored to match the Olympic Look and placed on octagon-shaped platforms. Gray carpeting on the platforms and floor and strategically placed flowers and plants contributed to the festive atmosphere.

Spectators easily followed all the competition through easy-to-read scoreboards and announcements that detailed the identity of the contestants, the results of the competition and the fine points of the rules and styles of wrestling.

For the athletes and competition staff, a revolutionary call-to-the-mat computer video system bridged the language barrier and kept everyone informed as to which bouts were on deck, which color (red or blue) the competitors would wear and which mats they would compete on. The system worked without a flaw.

The facilities at the convention center provided plenty of space to create an athlete's mini day village. Meals were served twice daily, a recreational area was provided, individual team meeting areas were assigned and a training and warm-up area was established.

The competition arena itself was molded to fit competition needs. Bleachers were arranged in an oval around the three competition platforms and spectators were very close to the mats. The overall effect was that of an entertaining three-ring production, complementing a well-run and highly competitive wrestling event.

LAOOC / Wrestling staff totals

Access Control	31
Band and trumpeters	18
Ceremonies	16
Concessions	2
Competition	93
Finance	7
Food Services	7
internal Audit	3
Language Services	14
Material Logistics	8
Medical Services	35
Press Operations	17
Protocol	29
Security	2
Telecommunications	33
Technology	34
Ticketing	4
Transportation	26
Television/Film	2
Venue Management	6
Totals	387*

*Does not include contracted staff



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**30.09.22
Yachting**

For the first time since the 1956 Games at Melbourne, the Olympic yachting venue was located near other Olympic competition sites. The Long Beach Harbor-adjacent to the fencing and volleyball venue-was the 1984 yachting site and its existing facilities were such that the LAOOC needed only to construct temporary support structures.

The selection of the yachting venue was the LAOOC's first major site agreement and was signed 24 March 1980. The agreement called for the city of Long Beach to provide, at no expense to the LAOOC:

- The physical support facility for the event and all necessary equipment for handling racing boats and support craft
- All public services associated with the boat facilities, including land and water security, traffic control, all emergency services and utilities

In addition, the agreement called for the Southern California Yachting Association (SCYA) to provide at no cost to the LAOOC, all logistical support necessary for the racing activities and

the usual race equipment required for the event. In turn, the LAOOC provided all administrative and technical support including timing, scoring and results and attendant and competitive boat services. The LAOOC also constructed a permanent boat hoist.

The Olympic Harbor consisted of a portion of the Long Beach Downtown Shoreline Marina, including gangways "CC" through "GG" with slips for approximately 350 boats. The only permanent facilities within the area were three shower facilities. The Shoreline Marina was not the site originally specified in the 1980 agreement. At that time, plans for the new marina had not yet been drawn and the

108 Sailors prepare for competition at the Olympic Harbor.

agreement specified use of the Alamitos Bay area of Long Beach. In late summer 1982, construction of the new Long Beach Downtown Shoreline Marina was well underway, however, and the city of Long Beach proposed that the Olympic venue be located there instead of at nearby Alamitos Bay.

Tents and trailers served as the primary space elements, with tents accommodating such services as yacht measurement and repair, food and beverage areas, Olympic Family hosting, media facilities and individual team shelters. Containers were provided for the storage of equipment.

Stabilization of the beach area where the Finn, 470, Flying Dutchman, Tornado and Windglider class boats were stored was accomplished by using artificial turf. The turf minimized blowing sand and was a surface over which yacht trailers could be moved.

Four course circles were laid out for the seven yachting classes, including the International Windglider class, which was new to the Games in 1984. It was the first time four circles had been used at an Olympic Games and more than 40 square miles of total water area were designated as part of the venue. The location of the four racing areas was largely based on the experience gained from three pre-Olympic regattas staged by the Olympic Classes Regattas Organizing Committee (OCROC). The OCROC was made up of five yachting organizations, including the SCYA, and its sole purpose was to stage a series of Olympic training regattas.

The 60 NOC entries for the 1984 Olympic regatta were the most ever in Olympic competition by a wide margin. The addition of the boardsailing event, which had 38 entries, was a large factor in the record turnout. The Finn and 470 classes recorded the next largest number of entries with 28 each. The following is the schedule of key events at the venue:

Key events

10/7		Olympic harbor open for delivery of yachts
14/7		Olympic harbor fully operational
16/7	0900	Measurement schedule draw for Finn spars and sails
	0930	Measurement schedule draw for all other classes except Windglider
19/7	0900	Commence 470 measurement
20/7	0900	Commence measurement of all other classes except Windglider
27/7	1630	Measurement closes
30/7		Practice race
31/7-3/8		First through fourth races
4-5/8		Reserve days
6-8/8		Fifth through seventh races
9-10/8		Reserve days



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All races were sailed as scheduled and no reserve days were needed to complete the regatta. Gold medal winners were as follows: Russell Coutts (NZL), International Finn, 34.70; Jonathan McKee, Carl Buchan (USA), International Flying Dutchman, 19.70; Luis Doreste, Roberto Molina (ESP), International 470, 33.70; Robbie Haines, Ed Trevelyan, Rod Davis (USA), International Soling, 33.70; Bill Buchan, Steve Erickson (USA), International Star, 29.70; Rex Sellers, Chris Timms (NZL) International Tornado, 14.70; Stephan Van den Berg (HOL), International Windglider, 22.70.

An Olympic boardsailing exhibition (OBE) was held in Santa Barbara, California on 10-11 August to demonstrate three different boardsailing disciplines. As the result of a compromise, only Windsurfer International equipment was used for the demonstration of the freestyle, slalom and a long-distance race. When the boardsailing class was added to the Olympic program, there were only two sailboards which had been recognized as suitable for international class competitions by the IYRU—Windglider, built in the Federal Republic of Germany, and Windsurfer, built in Southern California. The IYRU selected Windglider for use at the Games, but because Windsurfer International held patent rights in the United States and

was unwilling to license the other builder in the U.S., an LAOOC-sponsored compromise was negotiated whereby the Olympic racing class was sailed with Windgliders and the OBE used Windsurfers.

Field of play

The seven yachting classes were raced on four course circles which were divided into the following classes; Windglider on Alpha course; Finns and 470s on Bravo; Solings and Stars on Charlie and Flying Dutchman and Tornado on Delta. The Alpha course was located inside the Long Beach breakwater where the water was flatter but the wind was usually just as strong as at the other three race areas.

The Alpha course marks formed an equilateral triangle and the competitors sailed approximately 9.5 nautical miles in each race. The Bravo and Charlie courses were right angle isosceles triangles. Competitors sailed approximately 11 miles to complete the Bravo course and 13 miles to complete the Charlie course. Delta course was an acute triangle with a 13-nautical mile course planned for the Flying Dutchman class and a 15-nautical mile course planned for the Tornado class. The first and third marks for the Tornados were approximately 200 meters outside the marks for the Flying Dutchman class. The approximate compass bearing from the starting line to the first mark was displayed from the race committee boat located at the start.

109 Extensive temporary facilities converted the Long Beach Downtown Shoreline Marina into the Olympic Harbor.

Original and new marks were inflatable shapes as follows: original marks on Alpha course were orange truncated cones and new marks were orange spheres; at Bravo, original marks were yellow spheres while new marks were orange spheres; for Charlie course, original marks were orange cylinders and new marks were orange cylinders with black horizontal stripes; at Delta area, original marks 1, 2 and 3 (Flying Dutchman) were orange cylinders and original marks 1T, 2T and 3T (Tornado) were orange truncated cones while new marks 1 and 2 were large orange truncated cones, and new mark 1T was a yellow truncated cone and 2T was an orange truncated cone with black vertical stripes.

At all areas except at the start and finish in Alpha area, the port end starting and finishing mark was an orange cone. In Alpha area, the port end starting mark was a staff with an orange flag mounted on a rubber dinghy and the port end finishing mark was an orange flag on a whip.

In each area, the first warning signal was made at 1320 hours, the preparatory signal at 1325 and the starting signal at 1330. Class flags were displayed with their warning signal and lowered one minute before the starting signal. The starting line was between a staff displaying an orange flag on the race committee boat and the starting mark. Before the warning signal for the first class, each yacht sailed on a starboard tack past the stern of the race committee signal boat and was required to hail her national letters, which were then acknowledged by the race committee. The finishing line was between a staff displaying an orange flag on a race committee boat and the finishing mark.

Mark boats were stationed in the vicinity of each mark. At the finish, a mark boat was stationed beyond the finishing line. Each mark boat displayed one of the following distinctive signals:

- Alpha area; blue
- Bravo area; yellow
- Charlie area; green
- Delta area; orange

The Olympic harbor and the body of water encompassing the field of play served as the training site for yachting. While the explanatory brochure had stated that launching from the harbor would not begin until 14 July, venue construction was far enough along that launching was able to commence on 10 July. An estimated 24 NOCs brought 75 tune-up yachts or "trial horses" to Long Beach for training purposes while other NOCs brought or chartered more than 70 coaching boats. All of these yachts and coaching boats were removed from the harbor by 1930

hours on 29 July. The sailors of the tune-up yachts and relatives of the sailors were accredited as team supporters and badged at the venue.

The number of team supporters allowed on the venue at any given moment was limited to one per accredited team member or official.

In all classes except Finn and Windglider, NOCs supplied their own yachts, sails and equipment. Chartered boats were permitted, though arrangements had to be made outside the LAOOC.

In the Finn class, all hulls, centerboards and rudders were supplied by the LAOOC. No alterations were allowed unless in accordance with the measurement regulations. A \$400 refundable deposit was required from each NOC that entered a competitor in the Finn class, plus a \$100 refundable deposit if the competitor wished to use LAOOC-provided spars and sails. Forty International Finn dinghys were purchased from a Midwestern manufacturer. The boats were built during fall and winter of 1983-1984 and were delivered to Long Beach by 1 March 1984. All were fully equipped, including spars and sails. Competitors rated them as the most competitive and equal Finns ever used in the Games.

In the Windglider class, all sailboards and attached equipment were loaned to the LAOOC.

Yacht repair services were arranged for as follows:

- An outside contractor staffed a 10-foot by 40-foot trailer for sail repair. Users were charged for services. The LAOOC applied Alpha letters (the IYRU one or two-letter country codes) to the Finn and Windglider sails at the trailer.
- Five volunteers staffed a 50-foot by 100-foot tent and crews could work on their own boats and rigging, or pay for the LAOOC volunteers to do the work. The LAOOC provided fasteners, screws and bolts.
- Vanguard, Inc., provided two technicians at a 10-foot by 40-foot trailer to handle maintenance of the Finns.
- A local chandlery stocked small boat hardware in a 12-foot by 56-foot trailer, with a rigging loft.
- An inboard and outboard engine repair area accommodated more than 200 various-sized power boats needed on the water for competition, official spectators and press.
- A marine gasoline and diesel service station was located within the secured Olympic harbor. The fuel requirements (more than 35,000 gallons) were paid for by the LAOOC as a gesture of appreciation to the yacht owners that volunteered their boats. The U.S. Coast Guard used the same facility for its requirements.

In addition to the nearly 172 competition vessels at the venue, 94 course boats were used for such

functions as race management, judging, mark set, mark rounding, patrol, rescue and gear boats. An additional 15 performed measurement spot checks on the water. Local yacht owners donated their boats for these purposes and served as skippers of the vessels. As each boat arrived at the Olympic harbor for the first time, it was checked by security and mechanically inspected. Two outboard mechanics worked four hours each day and three inboard mechanics worked five hours per day.

Support boats

Purpose	Number	Size ranges
Race Committee	4	35' to 40'
Stake boats	21	35' to 50'
Patrol, mark set	35	17' to 24'
Rescue	12	13' to 15'
Judges	10	25' to 40'
Competitors' gear	7	28' to 35'
Officials' equipment	1	35'
Line set	4	17' to 24'

Other course boats

Purpose	Number	Size ranges
Protocol spectator	7	35' to 60'
Official spectator	20	35' to 55'
Press	27	35' to 45'
Photographers	13	12' to 27'
Host television/ Official film	4	20' to 25'

The 20 official spectator boats, each with a capacity of 20 to 30, were available for use by team substitutes and officials, team supporters and off-duty staff on a daily sign-up basis. Coaches, team leaders and alternates had priority and the total number of official spectators served each day was more than 400.

Sign-up for the press and photo boats was coordinated by the venue press chief and her staff. Up to 216 persons could be accommodated on the 27 press boats while approximately 50 photographers were accommodated on the smaller photo boats.

The United States Coast Guard provided security throughout the pre-Games and competition periods. There were nearly 600 reserve and regular officers, enlisted personnel and auxiliary personnel. The protection of athletes and race management officials on the field of play was assured through a process in which a different color security flag was selected each day and flown by all official boats. Only those boats carrying the approved flag were allowed in the course areas. The Coast Guard increased its level of port security to protect Olympic-related vessels-including hospitality ships-

and Olympic-related port facilities. Platforms were also provided for the United States Secret Service and Department of State to carry out their responsibilities when dignitaries were on the water.

The Coast Guard's plans for controlling the public spectator fleet, which had to stay outside the restricted area at 200-300 meters from the field of play, was based on expectations that spectator boats would number in the thousands each race day. This plan proved to be more than adequate as there were seldom more than 200 on any given day.

Sports administration and competition management

The Southern California yachting community was blessed with a wealth of talent and experience in the area of race management. However, it was readily apparent in the early planning stages that a series of Olympic training regattas was essential to the success of the 1984 events. These regattas not only provided training for those people who would be involved in the staging of the Olympic yachting events, but they allowed potential Olympic sailors from around the world a chance to gain experience in the same waters at the same time of year as the Olympic events.

To this end, five organizations came together in the summer of 1980 to organize and stage a series of three pre-Olympic regattas. These groups were the SCYA, the city of Long Beach, Alamitos Bay Yacht Club, the Long Beach Yacht Club and the United States Yacht Racing Union. They formed a group known as the Olympic Classes Regattas Organizing Committee (OCROC). The OCROC put on three successful regattas in the summers of 1981, 1982 and 1983. The conservatively estimated 250,000 volunteer hours worked at those events was a major factor in the successful Olympic regatta.

After the 1982 regatta, the LAOOC decided to move the venue from Alamitos Bay to the Long Beach Downtown Shoreline Marina. Observations made during that regatta led to the development of the Olympic venue site plan for the 1984 Games. The Olympic harbor consisted of the first five gangways of the Long Beach Downtown Shoreline Marina breakwater, a portion of the adjacent beach, two large parking lots and three shower facilities. The site is located within the authority of the California Coastal Commission and permits were required for the staging of both the 1983 regatta and the Olympic regatta.

The most spectacular element of the site was the jetty where the flags of the nations flew on 30-foot flag poles. An LAOOC-financed boat hoist was designed and built under the direction of the city of Long Beach engineer. It is the only item that will remain from the Olympic venue.



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Twenty-six trailers were installed on the paved parking areas to house all venue operations. Competition facilities were based in tents and trailers. Sixty team tents of various sizes were provided within the venue but were not heavily utilized. A temporary shower and locker area built on a 30-foot by 30-foot concrete deck supplemented the existing shower facilities.

Boats were stored on the beach on trailers and on dollies. The LAOOC provided 29 (40-foot by 8-foot) and 14 (20-foot by 8-foot) international shipping containers for the storage of yachting equipment. Each container was equipped with lockers. The larger teams were assigned their own containers while the smaller teams shared. Eleven teams brought their own containers, many of which contained machine shops and other

built-in equipment. The LAOOC provided electricity to these containers, but not to the LAOOC-supplied containers. Storage for small boat equipment was in individual dock boxes immediately adjacent to each yacht entered.

Approximately 290,000 feet of beach area required stabilization and cover for the storage of the Finn, 470, Flying Dutchman, Tornado and Windglider classes. SuperTurf, Inc., an official LAOOC supplier, sold the LAOOC 165,000 square feet of used SuperTurf, taken from two football fields in the United States. Additional new turf from the company, plus a light synthetic ground cover, was used on the rest of the beach.



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A 30-foot by 30-foot tent was erected for press operations but was enlarged to original 40-foot by 40-foot specifications to provide adequate work space for the media. Many members of the media used the more extensive press facilities across the street at the Long Beach Convention and Entertainment Center, where fencing and volleyball competition took place. Media access to the yachting venue was limited to the press area, except when they were issued a temporary armband which allowed sixty-minute access to the athlete area. Originally, only 40 armbands were made available but due to a high demand from specialty media, the number was increased to 80.

Measurement of the yachts

All yachts entered in the Olympic regatta were measured in accordance with their class rules and any special rules contained in the brochure "Sailing Instructions and Measurement Regulations" approved by the IYRU in November 1983 and published by the LAOOC in January 1984 and mailed to all NOCs.

An International Yacht Racing Union (IYRU) Measurement Committee of five oversaw the role of the LAOOC Measurement Committee, which consisted of seven international class measurers and was assisted by a staff of 125 during the Games. The Measurement Committee, in cooperation with the official LAOOC supplier, Toledo Scale, developed new weigh-in techniques that achieved new levels of precision in all aspects of yacht and yacht equipment weighing.

110 Boats returning to the harbor after competition.

111 The many yachts at the Olympic Harbor are arrayed against the Long Beach city skyline.

112 Boardsailing competitors compete in the Olympic Games for the first time in 1984.



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During the three years prior to the Games, the LAOOC Measurement Committee designed, developed and tested the following:

- Rigid sail measurement tables for each class
- Five "A" frames on which to hoist yachts, using electric-powered chain falls during the weighing process
- A Soling dolly which allowed IYRU templates to be applied to the boat to determine if the hull complied with the class rules
- A series of stands and tables to handle Flying Dutchman and Tornado class yachts during measurement

A radically new system of measuring Stars made it possible to measure a Star hull in less than one hour by using go/no-go gauges and optical sighting devices. A hydraulic positioning dolly was used to manipulate the Star hulls over a grid pattern.

An old measurement fixture for the 470 and Finn classes was modified and refurbished to provide for new and more precise application of the 470 class IYRU and Finn class templates.

A draw took place on 16 July at 0900 hours to designate a day and time for the measurement of each yacht. Only the team manager or his delegate and the yacht's crew were allowed to be present at the measurement. All hulls, sails and spars were required to carry the measurement marks, bands, stickers and label prescribed in the class rules.

Before the actual measurement of yachts started, measurement staff began using a sticker system to identify more than 170 practice yachts and team support craft which were allowed on the venue for a period of time prior to the start of the Games. This same system insured the timely removal of all practice and support craft from the venue.

Competition boats were marked with a color-coded, numerical yacht and component sticker identification system, developed to identify the class of yacht, the individual yacht and as many as 12 of its components. The security-proof stickers made changing components impossible and assisted measurers during the on-the-water measurement check.

The Measurement Committee took advantage of state-of-the-art technology in pioneering the use of electronic detection devices to find illegal materials in 1983. In May 1984, the IYRU approved the LAOOC's request to perform "exotic materials testing" at the Games. Four highly skilled volunteers who specialized in non-destructive testing were enlisted for the project. More than 100 spectrographic analysis tests were conducted during the Games, resulting in the discovery of 12 illegal centerboards or rudders, all of which were impounded and replaced by legal components.

During the measurement procedures, 95 hull sail and equipment deficiencies were discovered, though all yachts were measured well within the time allocated. Three yachts were eventually disqualified, causing one country to withdraw its entry and two countries to make other charter arrangements. Despite the fact that each yacht was supposed to have been previously measured and approved by

its class (as evidenced by the certificate submitted with each yacht), few yachts appeared to meet quality standards of measurement specified by the classes and used at these Olympic Games. For example, a yacht which had won its own class world championship twice in recent years had to be rejected, subject to extensive and prolonged modification which was not possible to complete before the close of measurement. The Measurement Committee recommended that the classes review their own measurement procedures on both new and old yachts at national as well as international events. Refresher courses for class measurers and potential measurers were also recommended.

Numerous items of alternative equipment and sails were also measured to replace previously measured items, if needed. Competitors were also assisted in weighing their personal equipment and clothing to meet class rules.

Once competition began, the Measurement Committee handled many replacement or repair items. It also conducted on-the-water checks—checking as many as 20 items per yacht—to make sure the items had been previously approved. For this test, two yachts in each class were randomly selected each morning. Identity of the selected yachts was not revealed to the class measurers until all yachts were at sea and on the starting line. The selected yachts were kept under observation during the race, intercepted after they crossed the finish line and escorted to the measurement dock. Each yacht was kept under close surveillance to prevent any change of gear or jettisoning of illegal equipment. Once ashore, all stickered and stamped items, as well as corrector weight installations, including those previously made and those made for these Games, were verified. Individual contestant and gear weight were checked as well.

A few organizational recommendations were suggested by the Measurement Committee:

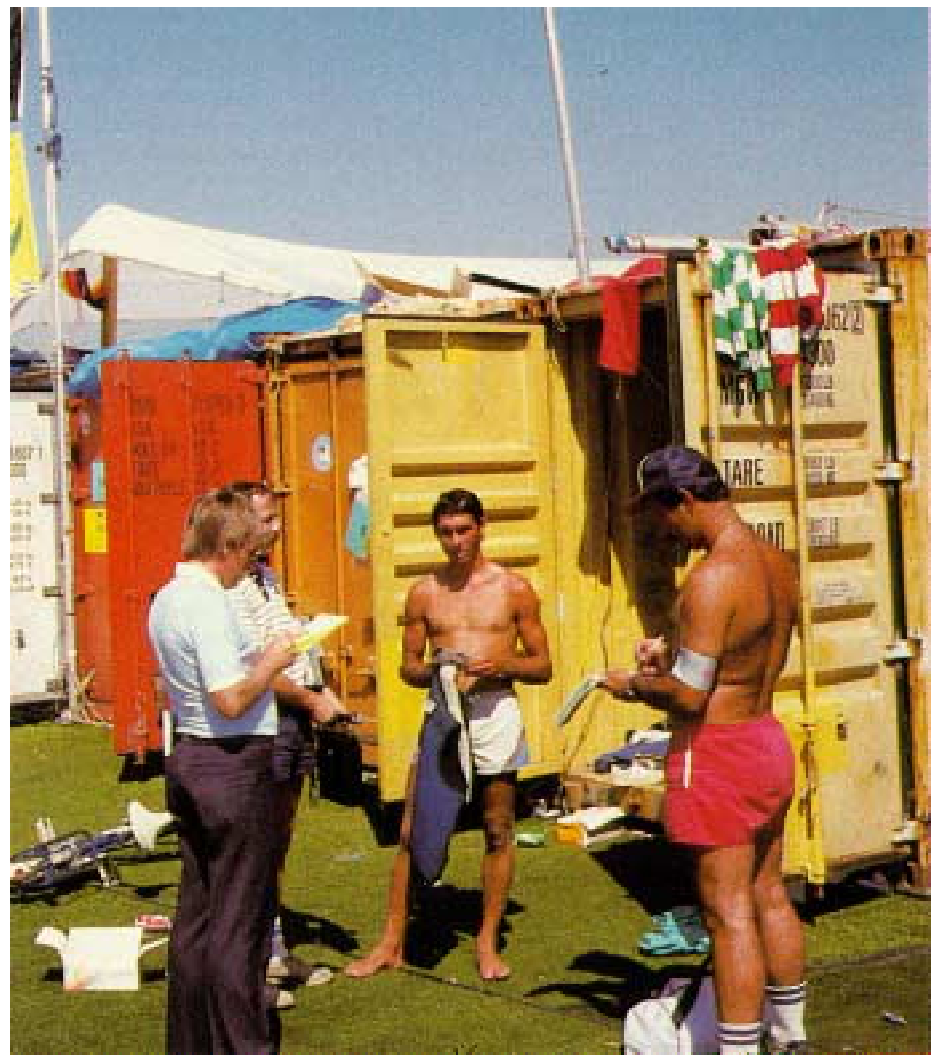
- Furnish copies of the preliminary Measurement Regulations six months in advance of the start of measurement.
- Furnish updated copies of Measurement Regulations as part of a "survival" kit for each contestant upon arrival at the venue.
- Team leaders should be at the venue two days prior to the start of measurement to have all questions

answered. Team leaders should also be aware of such items as the schedule and forms for appealing measurement deficiencies, the addition of third compasses on Finns and the use of gloves on Windgliders.

- Charter boat owners should not be allowed to present a yacht for measurement prior to the arrival of a team leader or the contestant.
- Contestants should bring a current measurement certificate, measurement form, royalty receipt information and any and all other certifications specified in the measurement regulations rather than sending them with the entry form. This will prevent loss of documents and allow the Measurement Committee to make proper and legible copies.

A vital communications link among the contestants, their team officials and the LAOOC was formed by the class coordinator's office. They answered questions and requests for information on the average of once every eight minutes and totaled more than 6,400 questions during the Games. Information requests ranged from changes in sailing instructions to requests for pre-measurement decisions and responses were distributed to the contestants via a successful team mailbox system. Daily results were made available at this office as well.

Another special communications service was provided by the United States National Weather Service (NWS), which distributed daily meteorological and oceanographic forecasts and data. The NWS utilized experienced marine specialists and high technology to meet the sensitive requirements of the competitors and venue operators. The service was deemed highly worthwhile and included extensive research on the meteorology of the course area prior to the Games. Full services commenced 19 July and the daily forecast package included hourly forecasts of wind, wind waves and currents, a synopsis, swell forecast, remarks, an outlook for next day, wind data over the past 33 hours and two or three weather charts. A questionnaire was included to get feedback from the participants. Approximately 150 copies of the forecast, in French and English, were distributed each day. Briefings in French and English were conducted each day at 1000 and 1730 hours. Attendance at the 1000 briefings ranged from 65 to 90 but was 10 or fewer at the 1730 briefing. Other services consisted of a training session on 16 July to inform the teams of the weather services available and the



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meteorology of the area; a briefing at 0800 hours on each competition day for the competition co-directors; consultation services and access to a computer and satellite animation device.

Race management communications at the venue were provided by more than 200 licensed amateur radio operators who received extensive training prior to the Games. These operators proved most valuable, and, if unavailable in future Games, could be replaced by marine and commercial radio operators. The marine VHF channel could be used for race management and commercial UHF for venue management.

Race management at the four circles was provided by a skilled committee which had run the three prior Olympic Classes Regattas in Long Beach. The experience gained in the pre-Olympic regattas also benefited the IYRU jury. Ten members of the international jury of 16 had served on one or more of the OCROC juries during the pre-Olympic

113 Many of the teams use specially outfitted shipping containers to store equipment and make modifications before and during the competitions.

Sports Administration and Competition Management

regattas. During the Games, the jury heard 77 protests, including requests for redress and reopening of hearings.

After the last boat crossed the finish line on each course each day, results were radioed back to two scoring trailers where results were computed both manually and with the aid of the "sailscore" computer system. The computer-generated results were handed to the results management team for copying and distribution. Four reports were generated after each race—preliminary order of finish by class, summary pending protest, unofficial summary and official summary. The unofficial summaries were available within 12 minutes after the last boat crossed the finish line. When possible, results at each mark were radioed in for the press.

Because of protests, five members of the Scoring Committee normally stayed until midnight each race night while the remainder of the committee was released in the early evening.

LAOOC / Yachting staff totals

Access Control	35
Accommodations	2
Ceremonies	4
Competition	816
Concessions	2
Finance	5
Food Services	24
Internal Audit	1
Language Services	36
Material Logistics	5
Medical Services	42
Personnel	2
Press Operations	15
Press boat pilots and crew	81
Protocol	24
Public Information	3
Official spectator boat pilots and crew	153
Security	2
Technology	63
Television/Film	1
Transportation	26
Venue Management	21
Totals	1,363*

*Does not include contracted staff

The Olympic boardsailing exhibition

To demonstrate three of the four disciplines of boardsailing, an Olympic boardsailing exhibition (OBE) was held on East Beach in front of the Cabrillo Pavilion in Santa Barbara, California, on 10–11 August 1984.

Triangle racing took place at the Olympic Harbor on Windgliders as one of the seven classes of Olympic yachting while Windsurfer was used to demonstrate the freestyle competition, slalom competition and a long distance race in the OBE.

Sixteen male and 16 female participants representing nine countries were selected through a series of regional regatta eliminations and were allowed three practice days at the Santa Barbara course before competition began at 0900 on 10 August. Measurement of the boards was scheduled for 1200 on 5 August while a lottery draw and checkout of the boards was held on 6 August.

Five IYRU jurors oversaw the event and 216 LAOOC staff members, mostly volunteers, carried out the venue and competition operations. All support vessels, including those for perimeter control, emergency evacuation, the race committee, shuttles and press were loaned and operated by local volunteers.

Athletes were housed at a local college, which also served as a staff and competitor accreditation and lunch area. A security fence surrounded the venue compound and access to the area was limited to those with accreditation badges. Outside of the venue compound, bleachers were provided for Olympic Family members. Nearly 5,000 spectators watched the competitions on 10 August while an estimated 10,000 attended on 11 August.

Summary

The LAOOC had two primary advantages over organizers of recent Olympic Games. The first was the availability of a venue close to other Olympic competition sites for the first time since 1956. The second was the ability to construct temporary, less expensive facilities.

Four racing circles were established within 40 square miles of water surface on the Pacific Ocean, just off the Long Beach Downtown Shoreline Marina, where venue support facilities were established. Sixty NOCs were represented during the seven days of racing, a record number. Entries for the seven classes, which included a Windglider class for the first time, totaled 172. All races were sailed as scheduled and no reserve days were needed to complete the regatta.

The formation of the OCROC for the specific purpose of organizing three pre-Games regattas was a major factor in the successful staging of the yachting competition during the Games. Out of the Games' total of 1,363 LAOOC staff at the venue, 1,339 were volunteers, many of whom were recruited to work the early regattas.

Measurement of the yachts was thorough and strict, but fair, according to the participants. Management of the race courses was well thought out and carried out with precision and fairness. Finally, the unselfish contribution of the many volunteers was recognized by the IYRU, which dubbed the 1984 competitions as "the smiling Games of L.A."

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31.01 Area of responsibility

The complex communications and information requirements of an Olympic Games at which 23 sports were contested by more than 7,000 athletes, supported by an organizing staff of more than 50,000, over a 4,500-square mile-area necessitated a heavy reliance on technical means. The LAOOC's use of technology to solve many of the unusual as well as expected challenges of the Games provided new answers to some of the continuing problems which confound organizers of mass events such as an Olympic Games.

Some areas of endeavor were well-recognized before any technology department was formed within the Organizing Committee. Communications via telephone, telecopier and telex would be required, as well as computerized systems to handle financial reporting and Games results. Timing and measuring systems were also recognized as an obvious requirement for operation of the sports. Less obvious requirements were addressed in the development phases; although much equipment and many systems were used at the Games, not every problem was resolved by resorting to technical means. In all, some 13 areas were covered by the Technology Department:

- Data processing, including all computer-based systems
- Electronic information and messaging systems
- Paging and "beeper" systems
- Photocopying
- Radio communications and support
- Results computation, compilation and distribution
- Results publications
- Scoreboards
- Sound reinforcement
- Telecommunications, including telephones, telecopiers and telex
- Timing and measurement
- Video systems, including television and video-display scoreboards
- Word processing

The main aims of the Technology Department were to provide equipment and systems to meet the needs of users that were simple to use, easy to maintain and dependable enough to withstand vigorous use over a very short time period. This goal was reached and surpassed as nearly every system installed was well-received by all user groups and breakdowns were infrequent if they happened at all.

31.02 Development of requirements

A technology adviser joined the LAOOC in 1979 to examine the possibilities for automating some of the ongoing operations of the pre-Games period as well as to begin long-range planning for the Games itself. The major problems presented by an undertaking such as the Olympic Games were examined and, against these constraints, planning began.

The major problems confronting the installation of technical systems centered around the short time frame of the Games: only 16 days. Because of this short "life," Games technology was complicated such that:

- Choice of systems had to be carefully made, allowing for discard of system pieces which might not be finished in time, since the first date of usage was absolute: the opening of the villages and of the Games could not be pushed back to allow further development.
- Installation of all systems had to take place very quickly and would, in the LAOOC's case, be placed in rented facilities which were not suited for housing such systems.
- Testing of systems for load and stress under Olympic conditions might not be possible, yet each system was required to work more or less perfectly upon installation.
- Training time for staff in the operation of the systems would be very short.
- Use by athletes, dignitaries, journalists, officials and others had to be even simpler than for staff, since most of them would learn about the systems from LAOOC staff members.
- Use by people from around the world required not only systems that were simple to use in English, but would be readily understood by individuals speaking almost any language.

A strategy to meet the need for technology against the above parameters was structured in 1980. Guidelines were developed for the growth of the technology area and included seven basic principles:

First, well-known firms in each area of technology would be used to supply equipment, personnel, systems and support. Since each firm would already be established in its field, it would be more capable of delivering equipment. Moreover, manufacturer's accessories and maintenance programs are usually superior to those supplied by others and could better meet the exigencies of a Games-period emergency. This posture was designed to leave the LAOOC in a management role only, which was a much more appropriate function, given its short-term nature.

Second, the LAOOC desired to use the most prestigious and diverse firms available for each functional area, thus minimizing the number of companies involved. This was in line with the Organizing Committee's overall goal of de-commercializing the Games and took advantage of the fact that the more "exposed" a company was by exhibiting a number of its products at the Games, the more committed it would be to ensure the performance of those products.

Third, the top priority was the development of communications between the venues and villages. Systems for communications should be designed with the maximum integration possible and be simply arranged for use by both staff and Olympic Family. This goal was realized more than at any prior Games through the introduction of the Electronic Messaging System.

Fourth, computerization of projects would only be attempted for longer-term requirements, as applications which lasted for only a short period (i.e., the Games period of two to four weeks) were costly and would probably benefit equally from partial automation on small microcomputers. This was the case with many smaller sports-related programs which were used at the venues.

Conversely, the fifth stratagem recognized that the results compilation and distribution function was so massive as to require computerization from the start. Modifying existing systems seemed to be a better choice than starting from the beginning, since the increasing complexity of each sport would doubtlessly require more specialization than previously included in past results systems. These new requirements would tend to focus only on the needs of each sport and less on the integration of each sport into the whole of the Olympic Games system.

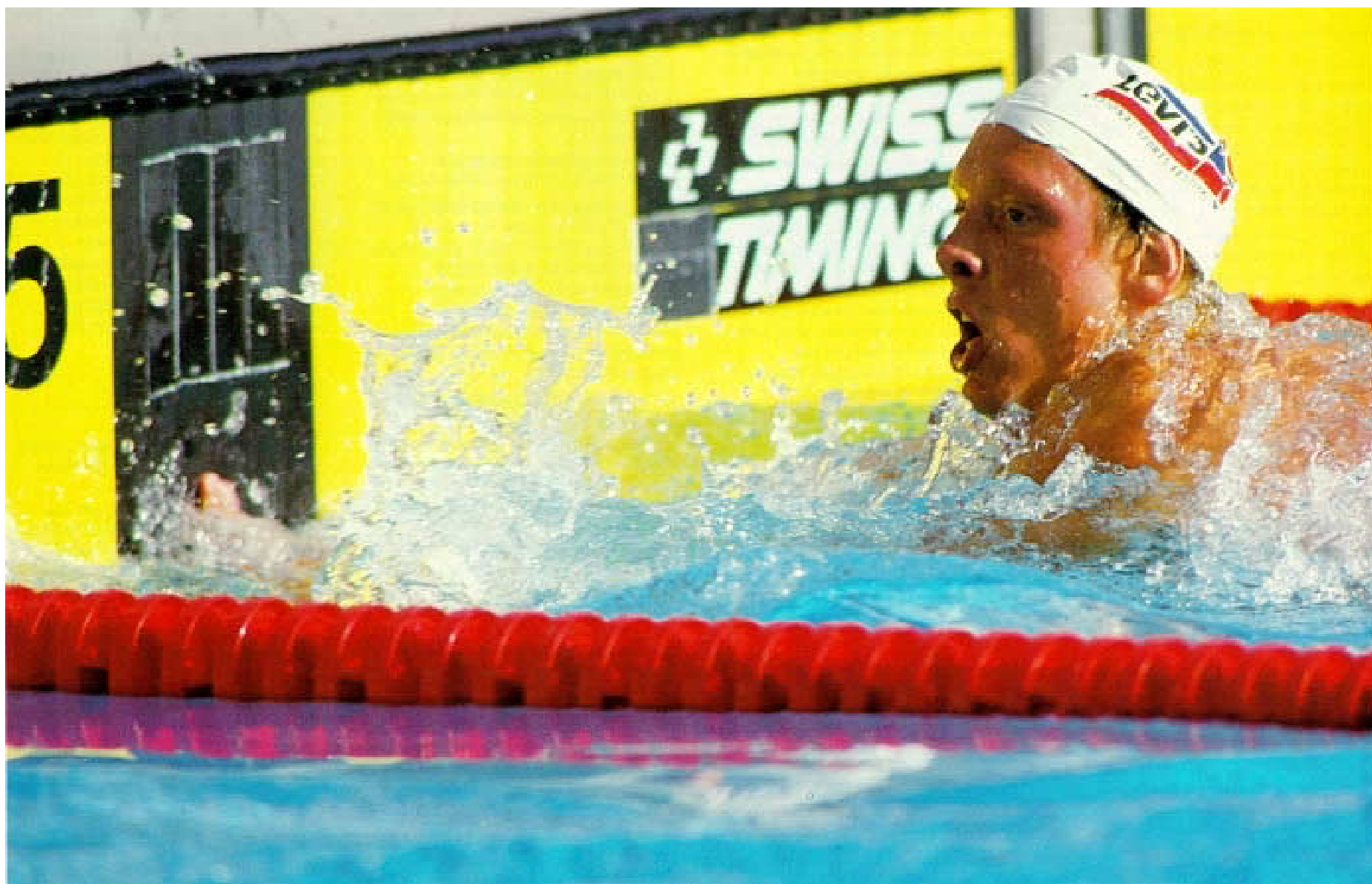
Sixth, development of applications for each broad category of technology would be left to the last possible moment, as long as it was clear that the application would be finished in a timely manner. This requirement would ensure that the maximum amount of data would be available from the user in order to alleviate repeated false starts on a particular application, only to find the requirements constantly changing during the development phases.

Finally, testing and refinement of the major systems were considered important. Systems which were absolutely necessary to the conduct of the Games, such as results, would be tested in "live" events during 1983, if not earlier. All computer applications were targeted for completion by January 1984. It was determined that complete automation of related systems, such as results, scoreboards and timing was not necessary, but could be considered, for example, if provided by a single entity.

The earliest planning targeted the results, ticketing and timing systems—each crucial to the operation of the Games—to be developed first. As with all technology functions, it was hoped that a sponsor arrangement could be made to provide the LAOOC the necessary technical means with which to put on the Games, but without having to purchase equipment which would certainly have to be sold afterward at a tremendous loss.

The necessary sponsors were acquired over the next two years and the basic requirements for most of the easily recognized functions were planned during that period. These included the three areas mentioned above, plus telephone and related voice communications planning. New technologies presented themselves as well as new requirements and the areas of display paging, electronic messaging, radio communications and video were either incorporated into the existing plans for various departments or changed the LAOOC's ability to function in certain areas and opened new areas of endeavors for certain departments. As an example, the existence of the Electronic Messaging System (EMS) with its inquiry capabilities against a pre-existing data base set the Press Operations Department into motion to compile a suitably detailed information bank to answer the myriad questions of Olympic journalists. EMS also changed the reporting procedures for many departments which had planned to communicate by telephone during the Games, risking, of course, busy signals and line overloads at peak periods. Instead, many of these departments created formatted reports for the EMS which could be filled out quickly and then transmitted for receipt by a central department's control center.

Although not all of the eight principles of technology management were implemented completely, they did establish the general framework to allow the timely and well-tested development of those systems absolutely necessary to run the Games. In addition, sufficient freedom was left in the development phases to allow the integration of new systems and technologies into the Games and to respond to the requests of other departments which wanted to use technical resources for their own requirements.



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- 1 Swiss Timing's touch pad system registers swimmers' intermediate and final times.
- 2 Runners take off from electronic starting blocks that amplify commands through built-in speakers and contain an automatic false start control device.

31.03 Functional areas of operations

Although the Technology Department began with a single advisor in 1979, it expanded as needed and involved over 3,000 people at the time of the Games, working in four major areas of technology. The LAOOC's full-time technology staff peaked at 83 in the late stages of the pre-Games period.

The first full-time technology staff member, hired in mid-1982, was a manager of data processing. One additional staff member specializing in telecommunications was added later that year. By the middle of 1983, the technology staff had grown to 18 and the major divisions were established. The four major areas of endeavor included data processing, results, telecommunications and television operations. A fifth group was formed late in the pre-Games period, concurrent with the Games Staffing program to assist in the acquisition of short-term volunteer staff to actually work at the Games.

The data processing group was responsible for the planning, development and implementation of the accommodations, accreditation, financial, Games Staffing, personnel scheduling and press dossier systems. In addition, it managed the installation and training programs for individualized personal computer and word processing systems.

The results group handled the entire results process, including event timing, scoreboard displays, compilation and printing of results, results distribution and results publications. Included within this group was the massive photocopying system deployment.

Telecommunications handled the Electronic Messaging System (EMS), Olympic Messaging System (OMS), all paging and radio communications, telephones, telecopiers and telex systems. The responsibility for telephone systems included placement of switchboards and lines for land-based systems and the procurement and allocation of mobile radio telephones and cellular systems.

The television and sound operations group was primarily responsible for liaison with the host broadcaster (ABC) and those foreign broadcasters who had purchased exclusive television rights from the LAOOC. In addition, the group handled all sound reinforcement responsibilities and managed the installation and maintenance of all video systems, including closed-circuit systems within the venues and the video scoreboard at the Los Angeles Memorial Coliseum.

The fifth function was added in February 1984 to handle the recruitment and processing of staff to work during the Games in the technology area.

The structure of the Games staff was determined after successful use of volunteers along with the permanent staff in the LA83 events. Volunteer technology managers and staff were solicited from the Citizens Advisory Commission in early 1983 and those who responded positively entered a lengthy training program. These sessions focused on the operation of the various systems to be used, since each of the venue technology managers would eventually have to train a number of other staff in the operation of each type of technology. After successful events in 1983, the highest-rated volunteers were designated as venue technology managers (VTMS) at various venues and began to recruit their own staffs from among acquaintances and friends. Assistant venue technology managers and supervisors were then placed in a training program similar to the one used for the VTMS in late 1983 and early 1984.

A large number of volunteers were arranged through the local telephone companies, which have a program for veteran employees or recent retirees. These individuals were designated as venue telecommunications managers and staff at each site.

The Technology Department determined that certain sites would not be handled by volunteers, but rather by permanent LAOOC Technology staff members. These sites all had long operating periods and complex installation problems, requiring three to four months of work on each. Included were the three villages, the Biltmore Hotel (headquarters of the IOC during the Games), International Broadcast Center, Main Press Center and Olympic Arrival Center. The assistant VTMS at most of these sites were also permanent staff members, although there was a mix of volunteers in the village technology staffs.

All venue technology managers were required to work full-time for four to six weeks prior to the Games in addition to the competition period. After installation, most sites operated on a two-shift basis from approximately 0800-2400 hours daily. Around-the-clock operations were mounted at the three villages, Main Press Center and Olympic Arrival Center and assistant VTMS generally served as managers of technology operations on the second and third shifts at each. Site organization within the technology group usually included:

- Venue technology manager
- Assistant venue technology manager (one per shift)
- Photocopier/telecopier group, including a manager and assistant manager, plus, at the larger venues, a copy center supervisor and assistants

- Results group, including a manager and assistant manager, plus, at larger venues, a distribution supervisor and assistants
- Scoreboards/Sound/Timing group, including a manager and assistant manager
- Telecommunications group, including a manager and assistant

Each group had an appropriately sized cadre of staff to assist in copying, distributing results, running messages and the like. In all, some 3,000 volunteers and 2,000 sponsor-supplied staff worked at the competition and support sites to provide technology services during the Games period.

A Technology Command Center (TCC) was set up during the Games to provide assistance in major problems during the Games and to receive status reports from the VTMS in the field. The TCC operated on a one-shift basis until early July, when two-shift coverage was begun as the villages, Biltmore Hotel, Main Press Center and Olympic Arrival Center prepared for operations. Beginning on 13 July (one day prior to the opening of the villages), the TCC began continuous operations which lasted through the middle of the Games, when coverage was reduced

to two shifts. An average of four people staffed each shift with an LAOOC technology staff manager in charge of each. During the three weeks before the villages opened and the subsequent two weeks until the competitions began, the Construction and Technology Departments operated a five-person installation coordination center. This group monitored all work by installers, including electricians, sponsor technicians and telephone installers, to ensure that schedules were met, obstacles overcome, and that no interdepartmental disagreements delayed completion.

31.04 Review of systems used

31.04.1 Audio Distribution System (ADS) and Olympic Message System (OMS)

The Audio Distribution System is a product of the International Business Machines (IBM) Corporation which allows the transmission and retrieval of voice messages on audio tape. The ADS allowed users to leave a recorded message by punching buttons on any digital keypad (touchtone-type) telephone according to instructions on the tape. The users identified the intended recipient of the message by punching in the name and then leaving the message, which could be of any length. Messages were retrieved in a similar manner. The system was operated on IBM Series/1 mini-computers.



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3 The LAOOC's computer ticketing needs are filled by two IBM System/38 computers at the LAOOC Ticket Data Center in downtown Los Angeles.

The ADS was originally installed for use by LAOOC staff in 1983. A large number of commands and instructions came with the system and training classes were held by IBM. For the Games, it was felt that the procedures for leaving and retrieving messages had to be as simple as possible so that incoming athletes and officials would be able to use ADS. The need for simplicity required substantial conversion of the existing ADS software program and the "new" system was known as OMS (Olympic Message System). Ten man-years of effort were required to complete the conversion process.

As created, OMS allowed users to receive voice messages from any digital keypad-type telephone and to send messages to anyone else who was registered within the system. User groups included athletes and officials living in the two Los Angeles villages, presidents, secretaries-general, technical delegates of the International Federations and all members of the International Olympic Committee. The system allowed messages to be left or retrieved in 12 languages: English, French, German, Russian, Spanish, Arabic, Italian, Japanese, Korean, Mandarin, Norwegian and Portuguese. Users were able to obtain the language they desired by keying in a three-digit code for their country.

A total of nine OMS computers were in place for the Games. Three each were placed at the villages at UCLA and USC, one was used for development and testing and two were located at the LAOOC's administrative headquarters in Culver City. One of the machines

located within the LAOOC was also used for development and testing, leaving seven for actual operations. The six units at the villages worked as one (via telephone tie lines) for the users and allowed athletes and officials to leave messages for each other for pick-up at the other village, if desired. Individual registration into the system was done using the LAOOC's accreditation records; because of the many last-minute changes, the registration data had to be corrected constantly in order to be accurate. The system was connected via telephone lines to the main telephone switching unit at each site.

Information on the operation of the system was sent to the National Olympic Committees prior to the arrival of the athletes in Los Angeles. Upon arrival, all athletes (and other potential users) were given postcards in the 12 languages of the OMS which instructed recipients on how to call Los Angeles and leave a message on the system. If the athlete or other user desired, he could write his own message on the postcard and IBM representatives then collected and mailed it.

Once it was installed, the OMS worked very well. OMS units were available around-the-clock for 30 days and activity was recorded during every half hour of the day on each day of

operation. Special kiosks were constructed to draw attention to the OMS and to provide clear instructions for use. Kiosks were placed in heavily populated areas of the village, including the food service areas, housing units, main entrance and in the NOC Service Centers. Additional units were installed at the Olympic Arrival Center and at the Biltmore Hotel for use by IOC and IF members. Kiosks had visual display systems powered by IBM Personal Computers which showed the names of all persons who had messages waiting on the OMS in alphabetical order. Telephones were also part of these kiosks and allowed calls to be made from that point. A videodisc player was included and explained procedures for use in the 12 OMS languages.

Incoming calls were directed to the OMS by the NOCs as long as their offices were open. After that point, calls were forwarded to the village message centers, whose staffs were also trained by IBM to connect the caller to OMS to leave a message. IBM supported the OMS project with 44 training representatives, seven system administrators, 14 couriers/messengers and six kiosk technicians.

Over 60,000 calls to OMS were made by approximately 16,000 users. Reports noted that some athletes used the system over 100 times. In all, over 108,000 minutes of messages were left on the system. The ability to send and receive messages in most of the

world's primary languages was met with tremendous enthusiasm by the athletes, especially. It should be noted that the OMS was the only communications device at the Games that was available for use in languages not employing the Latin character set.

37.04.2 Data processing

A wide scope of data processing was undertaken by the LAOOC and eventually required the use of two IBM System/38 computers, with an attached network of 123 terminals and 58 printers. In addition to these two units which provided the computer firepower for a variety of administrative needs, the LAOOC Ticketing Department utilized two other System/38 computers strictly for ticketing functions. Other computer systems were used outside of the LAOOC to support a few other automated functions of the Organizing Committee.

The acquisition of staff to handle data processing needs began at the LAOOC in mid-1982. One year later, the data processing staff had grown to 15 persons, plus eight contracted and sponsor personnel. Continuous reorganization of the group occurred until June of 1984, when three major



4 Technicians install broadcaster commentary positions at the Rose Bowl.

Technology

groups were established to service the LAOOC's needs through the Games period. These included development, operations and technical support. The development group included a manager, two systems analysts, two technical writers and from seven to ten contracted programmers. The seven members of the operations group included a manager and six operators while the technical support group consisted of a manager, one assistant and two sponsor support personnel. In all, the data processing team totaled 15 LAOOC staff members at the end of the pre-Games period, plus two sponsor support personnel and the contracted programmers.

The development of various systems was extremely fragmented. Systems were developed in response to requests from operating departments for assistance; requirements for each system were tuned to the specific needs of the department serviced, rather than incorporated into a master information-handling network. This was in accord with one of the Technology Department's guiding principles that systems should not be interdependent. Each user had specific, immediate needs that were usually developed at a late stage and insufficient time existed to ascertain all potential uses of the data across all potential department users in the Organizing Committee.

Fortunately, the data processing group did not have to deal with any of the requirements of the ticketing system (handled by the LAOOC's Ticketing Department and IBM support personnel) and the results system (handled by the results group in concert with contracted programmers). In addition, there were a large number of systems which were operated outside of the LAOOC's System/38, but which were set up by the data processing group: project activity and scheduling, two financial systems, a payroll system, and many Personal Computer-based systems.

The project activity and scheduling system integrated time lines for various activities from many departments into master schedules as well as producing a number of reports. This system was used by the LAOOC's Planning Department to forecast and track activities. Although heavily used from August 1981 to November 1982,

the system fell into disfavor because of the tremendous amount of time required to maintain it. Additionally, the level of knowledge required about the specific activities needed to stage the Games was lacking, rendering the tracking function useless. This system was operated at an existing computer service bureau. The earliest financial system was installed in 1980 and was a simple modification to an existing software package. This modified system was then used to support the LAOOC's accounting functions until a more complex financial package was installed in June 1983. Thereafter, the original financial program was used to produce monthly budget reporting. The very large financial system installed in mid-1983 was supplied by Walker Interactive Products, an official supplier to the LAOOC. It controlled and tracked purchase order processing, materiel management including warehousing, accounts payable and accounting information. The "Walker system" required a long installation period and was finally operational in June 1983. The system was run at the computer center of LAOOC sponsor Transamerica. The LAOOC's payroll processing utilized several different groups over time, but finally was handled by Pay-Fone Systems, an official supplier of payroll processing services.

The System/38 operations began in earnest in March 1983, when one System/38 was ordered for installation at the LAOOC's administrative headquarters. A similar unit was used by Ticketing beginning in November 1982. The administrative data processing unit was activated in June 1983 and upgraded continually through early 1984. A second System/38 was lent to Ticketing in May 1984 and a back-up was added for administrative purposes in the same month. Testing of the back-up systems for the System/38 began in June and installation of terminals and data lines to the eight remote operating locations began late in the month. All equipment was removed from the remote sites by the end of August.

As configured for LAOOC use, each of the two System/38s on which the administrative data processing was done included main storage of eight million bytes plus six disk drives each containing 735 million bytes of storage (4.4 billion total). An uninterruptable power supply capable of supplying power for 15 minutes was added as was a one-million watt diesel generator, both to ensure that the computer would not be subject to any kind of power failure. During the Games period, one computer was used for development and testing only and the other powered the remote sites. In all, 181 devices were attached to the System/38 at the peak of usage in the two weeks prior to the Games. The LAOOC's administrative headquarters had 51 terminals and 12 printers, the largest complement of equipment at a



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5 A Canadian athlete checks the Olympic Message System for his messages at one of the athlete villages.

6 LAOOC Systems Analyst Jim Lane checks the progress of the computer badging system.

single site. Other locations with System/38 presence included the four LAOOC staffing centers (eight terminals plus 12 printers), the Uniform Distribution Center (two plus three), the Biltmore Hotel (four plus three), the Main Press Center (16 plus six), Olympic Arrival Center (24 plus eight) and the three villages. There were six terminals and five printers at UCLA, nine terminals and six printers at USC and three of each device at UCSB.

The System/38 supported five major applications: accommodations, accreditation, Games staffing, press dossier and training site scheduling.

The accommodations system was a modification of an existing software system provided by IBM. While the standard version of the program was meant to handle reservations and accounting for a single hotel, modifications were added to allow it to track the 75-plus official hotels and campus residence units which were part of the LAOOC's accommodations inventory. The system allowed for booking of reservations, acceptance of deposits, calculation of balances due and printing of ready-to-mail confirmation notices. Although only a few of the many features of the overall software package were used, no reservations were lost and the room inventory was easily tracked. The accommodations software was first used in August 1983, although modifications continued through October of the same year.

The accreditation system was developed to print accreditation badges and to access code assignment pieces for two-part (staff and contractor) badges. A total of 128,000 badges were produced without substantial difficulty, although 25,000 were voided or cancelled for reasons unrelated to badge processing or printing. Badges for Olympic Family members were produced without incident, although "E"-category badges (media) were printed incorrectly due to a human error which later prevented use of bar code readers on those badges. The late registration of many Olympic Family members also hindered production time, although the system performed flawlessly once the proper data was entered. The major difficulty regarding staff badges was the manual matching process between identification portions of the badges (top half) with the appropriate access code portions (lower half). The system became operable between 15 March and 15 June 1984.

The Games Staffing system was developed to handle the processing requirements for staff. This included collating of application data, matching applicants with job requisitions, placing on the payroll and forwarding the appropriate pay rate, processing the applicant for an accreditation badge, if necessary, and other functions. The program also included numerous recruitment/processing status reports for the benefit of the LAOOC's senior managers. More than any other, this system evolved on a daily basis as the needs were defined and redefined at successive stages of the recruitment process. The Games Staffing system also had the important ability to single out small groups of staff for communications by form letters and to feed selected information to other systems electronically (accreditation, EMS, OMS and payroll) or through print-outs of the data requested (personnel scheduling systems and security checks). Various phases of this system became operative between October 1983 and April 1984.

The press dossier system was designed to meet the needs of the Press Operations Department for the compilation of various pieces of data concerning the news media as gathered from several kinds of accreditation and registration forms. Its most important sections tracked payments for services and the services demanded, especially housing (including preferences for cost and location), insurance and parking passes. The dossier system also provided management reports of numerous types and fed information to other systems such as accreditation, EMS and transportation. This system became operational in January 1984, with additional features added up to 15 March.

The training site scheduling program allowed Sports Department schedulers to book teams into various practice times at various training sites without double-booking or overbooking a site. A common data base of training sites and bookable times was created, which could be filled by schedulers responding to over-the-counter requests from team officials at a village scheduling desk or in response to requests received through the EMS. Because training requirements were a function of many variables, the system allowed the requestor to specify the preferred location, time or other variable and would then display all available choices. The ability to print a team's schedule while the requestor waited on the spot was also included and the information was provided to the LAOOC's athlete transport group as well. Some confusion occurred in the earliest days of use as sites which were used for both competition and training

were double-booked because of their "double" identity in the system. This was quickly resolved and the system was fully effective in meeting the booking needs for athlete training. The athlete training system was delivered in April 1984, but some modifications were made in June.

Other, more minor applications of the System/38 included the printing of ready-to-mail uniform vouchers for staff members, based on the Games Staffing system and an interface to the accreditation system which informed the Electronic Messaging and Olympic Messaging systems of the names and other characteristics of system users.

Overall, the data processing group was successful in the provision of automated processing for its user groups. The most notable difficulties for the group were the short time frames in which it had to develop and deliver a "ready-to-perform" system, based on requirements which were either incomplete or constantly changing. Conversely, the capacity of the System/38 was taxed to its absolute limits for the two weeks prior to the Games and this caused long waits for some users trying to input data into the accreditation and press dossier systems especially; indeed, batch processing jobs were not allowed to be processed from 0800-2000 hours daily because of the heavy use by the remote sites during that period. The hardware provided by IBM worked very well and it was not necessary to use the back-up computer for that purpose. The ease with which the System/38 could be programmed and reprogrammed was a much-appreciated strength in the last weeks and months.

In retrospect, the most important observations regarding the data processing effort included:

- Systems should be kept as simple as possible. The last-minute changes necessary for any reason are easier to apply to a simple system. The acceptable level of simplicity for training is the ability to use the system without any training at all.
- System modifications will continue through the Games if not stopped at a point in time. Frequent meetings with departments requesting data processing services will help to sharpen the needs and will lead to better initial development and fewer

changes. The data processing group finally stopped all changes to all systems one month prior to the Games. It should be noted that automation of many systems can be handled better on smaller-sized microcomputers. In some cases manual operation of systems worked as well as automation on computer.

- Training, procedures and forms surrounding a system are equally as important as the functioning of the system itself and will help—if implemented early—to maximize usefulness of the system when delivered. Moreover, there should also be a manual back-up system for all automated functions as a protection for prolonged downtimes or poorly designed systems which do not perform properly.

Each of these recommendations is set against the basic truth that the short time period of the Games, coupled with the generally short time frames for development, testing and training prior to operations does not lend itself to systems which are operationally unique or technically elegant. The overriding concern must be the satisfaction of the needs of the client group involved so that the overall operation of the Games is either enhanced by data processing automation or at least not held back.

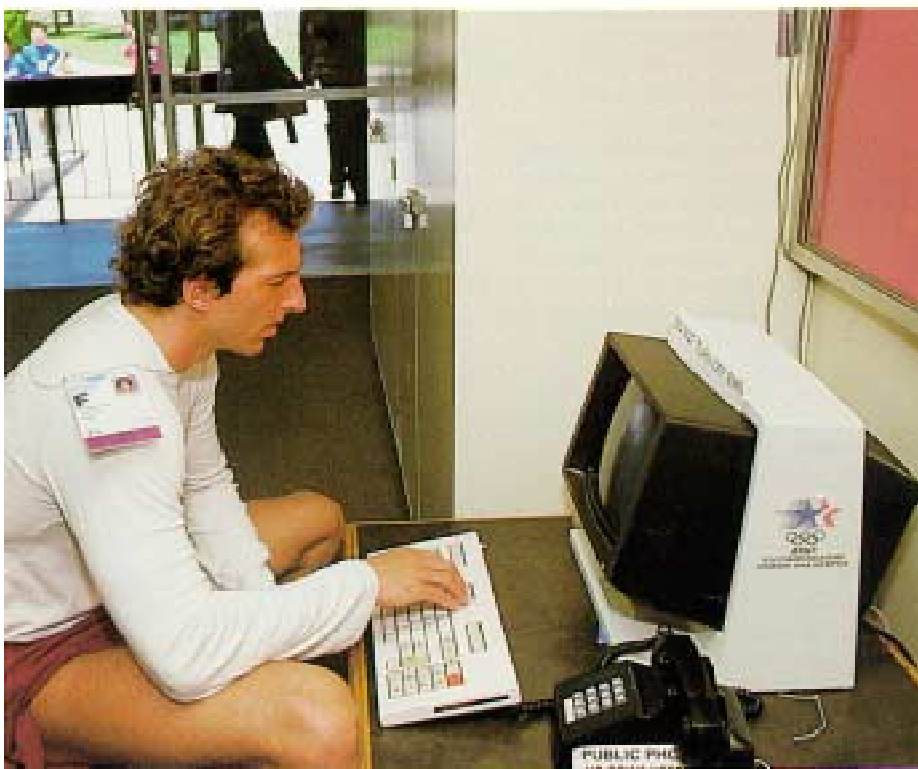
31.04.3 Electronic Messaging System (EMS)

The unquestioned star of the technology systems used at the Games was the Electronic Messaging System introduced by the American Telephone and Telegraph Company (AT&T). The EMS became the principal vehicle for communications and information between sites and serviced the needs of athletes, journalists, officials and the LAOOC staff and management. Its ability to send messages to one or more individuals registered in the system was a quantum improvement in the dependability and efficiency of communications at the Games. In addition, the availability of results and related background information about specific athletes and the Games in general was of great assistance, especially to journalists. The easy-to-use nature of EMS allowed users to participate directly in the communications and information-gathering process and eliminated the need for hundreds of individuals to operate the system for the ultimate users.

The system was defined in November 1982 and a skeletal system was



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7 EMS, the acronym for the Electronic Messaging System, is the principal vehicle for the communication of information throughout the Olympic area.

8 Athletes find EMS terminals readily available in the athlete villages and easy to use

demonstrated at the Meeting of the IOC Executive Board with the NOCs in January 1983. After that, substantial effort was put into the development of the system in both the communications and information sections between February and November 1983. During the LA83 swimming and diving events, the results portion of the system was tested. A test system was installed in the LAOOC's administrative headquarters in Culver City in November and the final version of the system was available at the LAOOC in April 1984. During the Games, EMS terminals and printers were distributed to over 100 sites and included approximately 1,700 terminals and 300 printers of varying sizes and speeds. The basic functions of the EMS were divided into communications and information:

Communications

- Electronic mail
- Notice boards
- Paging
- Telex
- Forms

Information

- Competition results
- Games-wide results
- General information about the Games
- Profiles of athletes, including registration data
- Schedules of the Games and related activities

Electronic mail was the most important feature of the system and set it apart from all other information systems used at prior Games. Users had to identify themselves to the system before being allowed to compose and send messages or to receive messages in their electronic mailbox. Identification to the system (known as "log in") required the typing of the individual's six-digit personal identification number, which was printed on his accreditation badge. In general, the communication functions were only open to those who were accredited for the Games. Following log in, an individual password was required; everyone had an initial password based on their family name, but the system allowed for password changes. About 4,000 password changes were made by a small number of users.

Once identified by the EMS, a logged-in user was able to write messages to anyone else entered in the system (i.e., accredited for the Games), could retrieve and view messages sent to him by someone else, and could reply directly to someone who had sent a message or could forward that message to someone else. The "write mail" function allowed messages to be addressed to up to five people at one time. No limitations existed on the length of message which could be entered. This feature of EMS was used about 250,000 times during the Games period. The "read mail" feature allowed retrieval and viewing of any messages sent to the person logged in and permitted a reply to be sent to the sender of the message without utilizing the "write mail" function. Another option allowed the forwarding of the message to up to five other people who might have interest. Printing was available at any stage. The "read mail" function was very popular and was used about 500,000 times. Experienced users often used the forwarding feature because of the lack of any "carbon copy" capability in making replies. In addition, users who wished to retain their reply in addition to the message sent to them frequently included their own names on the forwarding list, thus adding to their own message queue. A helpful feature was a "return receipt" with messages sent; this provided a notification to the sender (in his message queue) that the message sent had been viewed by the recipient.

Notice boards were electronic bulletin lists which were open to designated groups such as all LAOOC managers, news media, NOC chefs de mission and the like. Users were designated by the LAOOC and each individual could be assigned permission for up to six different notice boards. Differing levels of permission were also assigned, including reading and writing privileges, deletion privileges, and for a few senior LAOOC managers, complete control over deletion of all notices on specific boards. Although some users posted some rather silly notices in the beginning, the notice boards were generally well received. Almost 40,000 notice boards were defined for use, over 38,000 of which were for 217 different LAOOC departments and sub-departments at 179 different site locations; about 200 of these were used. Remaining notice boards numbered about 900 and 330 of these were used. Most boards contained less than ten messages at any one time. The notice board feature was used about 100,000 times.

Paging was unavailable to the great majority of users, but was crucial for those to whom it was available. A combined effort between AT&T and radio/paging sponsor Motorola allowed transmission of pages through the "write mail" function of the EMS. For those who were using the Motorola alphanumeric display paging units, a 40-character message could be transmitted through EMS along with the tone. The primary (and heavy) users were pager-equipped LAOOC staff members numbering almost 3,000. Some pagers were used by members of the media who also found the EMS/pager interface useful. It is probably not an understatement that the Games management concept—decentralized venue authority with centralized departmental, fiscal and security controls—was successful because of the EMS/pager network.

The telex feature was designed to relieve pressure from the telex centers at the various press sub-centers. If a journalist provided the LAOOC with a valid International Telecommunications Union (ITU) card, his card number would be entered in the EMS registration process and permit the transmission of telex messages through the EMS. Message transmission costs were charged against the card number. This feature was not well understood by journalists and did not fulfill its hoped-for function. Technically, however, the interface between the EMS and the telex network performed without difficulty and 418 telex messages were sent.

The EMS network also supported inbound telex traffic and routed the message to the person concerned if the telex message contained the word "EMS" at the beginning and also listed the recipient's Olympic identification number (same as the log in number). Failure to explain this feature clearly to journalists coming to Los Angeles limited its usefulness. Telexes received without any identification for routing were sent to a "dead-letter" mailbox which was reviewed by LAOOC staff and forwarded to the proper party. In total, 3,101 telex messages were received by the EMS during the Games period, most of which were routed to LAOOC staff members. The interface with telex was operative well before the Games, however, and proved very valuable to LAOOC staff to whom telexes were routed automatically in the three months prior to the Games. Almost 6,000 telexes were received by the LAOOC during this pre-Games period.

The other noteworthy communications feature was for ordering services through EMS "forms." Various services were available through this method, including athlete interviews, box lunches at the venues, special transportation and scheduling of training sites. Numerous intra-departmental reports were also compiled through the use of forms. For example, the Press Operations Department required its venue press chiefs to file a daily report describing the provision of services to news media and had a specifically designed form available for that purpose. Use of forms was restricted by the registration information which was provided to the EMS from the LAOOC's accreditation system. Of the 40 forms designed, 11 were available to more than 50,000 users, five were available to more than 5,000 users, five were available to more than 2,000 users and 22 were available to groups of 100 or less. The forms feature of the EMS was requested approximately 15,000 times during the Games period.

The information side of EMS did not require the identification of the user to the system and was thus available to anyone who had access to an EMS terminal. The most-used portion of the information bank was the summary of Olympic results covering all Games competitions and the Olympic Information and Games Schedules module. Both were requested over 150,000 times each, with 120,000 requests made for athlete profile and registration information.

At the competition sites, the EMS terminal screens carried a list of the results produced for that site on that day. Each result was numbered and a user could view the result desired by simply pressing the keys corresponding to the number of the result desired. However, this feature applied to the results of that day only. To examine results of prior days or of sports not taking place at that site, the "complete results" feature had to be used.

The "complete results" feature used a menu of the 23 sports plus summary statistics for selection of the sport and event desired. This menu was shown on the terminal screens at non-competition venues instead of the "today's results" list. Users could enter the number of the sport they were interested in and then determine the specific event and results they wanted. This multiple menu system worked very well and was simple to use. In addition to the raw results, the complete results function also had a summary of the medal winners in each sport and of the records (world and Olympic) set in each sport. In total,

more than 3,000 individual results were received by the EMS through a tie-line with the LAOOC's results computer center. A total of 100 megabytes of storage was required for this information.

The Olympic Information and Games Schedules module contained background data on the organization of the LAOOC, Olympic Arts Festival, Olympic Family, information about past Olympic Games and sport-specific information about the Games. Additional reports were available on weather and on medical matters. The information in the LAOOC section included profiles of the Board of Directors and the members of the senior management, a history of how Los Angeles won the right to stage the Games, financial organization and projections, housing, ticketing, the torch relay, transportation, venues and village profiles and information about the LAOOC's youth programs. The Olympic Arts Festival section reviewed the OAF administrative staff, daily schedules, schedules by discipline, a review of all performing companies and the venues at which performances would be given. The Olympic Family information section provided data on the International Olympic Committee, IOC Sessions from 1892–1984, the International Sports Federations concerned with the Games in Los Angeles as well as the National Olympic Committees.

The Olympic Games information section reviewed past Games sites and participation, eligibility requirements, the events on the program for 1984, medical requirements and the history of the Olympic Oath and torch relay. Sports information included sections on each sport, including the IF concerned, the venue, LAOOC staff members responsible for the conduct of each sport, Olympic and world records, past Games and world championships results, and yearly and all-time best marks lists for those sports concerned. A short review of the facilities and staff at each of the villages was also included. Weather data for prior years and the daily forecast was included in that section and medical reports were kept up to date through the medical information section.

The Olympic Information section was compiled and input by the Press Operations Department. Storage required for this module totaled 25 megabytes.

The profiles of athletes were also compiled by Press Operations and included statistical data on athletes who had placed in the top eight in Olympic Games events from 1972–1980, in the top eight at world championships from 1972–1983 and in the top three at regional championships from 1972–1983. Individuals who set world records were also noted. Over 2,400 biographies were compiled and entered into the system. These historical profiles complemented the registration data which was also available in the system, as drawn from the athlete registration forms processed by the Sports Department and input into the results system. The information used was then transmitted from the results system to the EMS. Athlete registration data included name, country, event, height, weight, date of birth, athlete number, jersey number (if applicable) and best qualifying performances. Registration data was available on nearly every athlete. The athlete profile group, including athlete registration data, consumed 75 megabytes.

The EMS itself was housed in 14 AT&T 3B20S computers, 12 of which were used for the application programs and communications with the EMS terminals and printers. The other two computers provided system monitoring and external interfaces. Communications was provided through a series of statistical multiplexers connected to more than 200 digital and analog data lines. EMS software required about 75,000 lines of source code. As had been expected from the initial concept of the EMS, it had to respond to the needs of about 100,000 users. This required 500 megabytes of storage and the user data base was replicated on each computer. The user mailboxes and notice boards together required about 600 megabytes of storage. In all, some 3,000,000 messages were sent during the Games period.

The EMS provided the communications bridge which overcame the massive difficulties foreseen in operating an Olympic Games as widely dispersed as those in Los Angeles. With its multi-functional abilities, it provided a one-stop communications network and tool for communications, information and paging. The response to the system was excellent, as nearly all users had little difficulty in using it. In most instances, the written instruction cards were ignored in favor of "hands-on" trial-and-error experience. Although the system response slowed as more and more people began to use the system, log-in took 15 seconds or less over 98 percent of the time.



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9 A Xerox technician demonstrates the proper use of Xerox photocopying equipment.

10 Equipment is ready for use for the LAOOC's computerized results system.

Addressing and transmission of electronic mail took five seconds or less about 99 percent of the time. Other than a problem in receiving results for a few hours on 1 August, the EMS was always operational and a feared overload which would have required shutdown of predesignated terminals and printers never occurred.

Although explanations of the system in French, German and Spanish were provided, they were little used as the English screen instructions proved easy to understand. While basic text-editing features would have been helpful in the "write mail" function, almost all users agreed that the system provided a new plateau in communications and information systems at a multi-site sporting event. Of note for the future is that the EMS showed conclusively that non-computer literate people can use a sophisticated communications/information system effectively if it is properly constructed for such use.

31.04.4 Paging services

Given the widespread nature of the Olympic sites, it was important to be able to contact senior LAOOC managers on a moment's notice. In cooperation with LAOOC sponsor Motorola, an effective paging system was devised which fully covered the Southern California area and allowed individuals to be contacted wherever they were.

Motorola set up a five-site broadcast network to simultaneously carry pages to all areas covered by the site transmitters, each with an effective radiated power of 667 watts. All LAOOC competition, support and training sites were covered along with large portions of the freeway system in the Southern California area. To ensure adequate coverage at all locations (and even within buildings), small stations were added at both Los Angeles area villages, the Biltmore Hotel, the LAOOC's administrative headquarters in Culver City and at the Long Beach Convention and Entertainment Center. The effective radiated power of each of these stations was 12 watts or less.

Three of the five major transmitters were installed in August of 1983 with the balance installed as sites became available. The entire simulcast network was fully operational four weeks prior to the Games. Paging was initiated either through the Electronic Messaging System (EMS) or through stand-alone paging terminals. The EMS paging interface to the main paging computer worked very well, and the ease with which pages were initiated encouraged heavy use of the pagers and assured constant communications. Motorola "Metro 200" paging terminals were installed in case of EMS failure only and were located at the message centers at the UCLA and USC Villages. One Metro 200 terminal was located at the LAOOC's Culver City administration complex in 1983 and was the primary initiator of pages until the EMS was operational. All of these terminals had uninterruptible power supplies to prevent shut down resulting from electrical failures at the sites concerned.

Paging equipment consisted of two types. Under its sponsorship agreement, Motorola provided 1,400 tone-only pagers ("beepers") which emitted a tone to signal a page. Individuals who were thus paged retrieved the message through their EMS mailbox. Motorola also provided 1,500 pagers that displayed an alphanumeric message of up to 40 characters in length. With these pagers, individuals received not only a tone announcing that they had a message waiting for them on the EMS, but also a short message, often obviating any need to find an EMS terminal. These pagers were so useful that the LAOOC rented 450 in addition to the sponsorship allocation.

Pagers were also made available for rental to news media and 719 were rented, including 41 tone-only, 397 of a model which had an eight-character numeric-only display, and 281 of the full 40-character alphanumeric display model.

The paging program was a complete success. Because the system worked so easily, staff members were not hesitant to initiate pages and the increased communications helped to overcome difficulties posed by the broad area over which the Games were

staged. Although Motorola had feared that the paging rate might be as high as 1.25 pages per unit per hour, the actual peak was only 0.287 pages per unit for the highest hour during the Games. The average hourly call rate was 0.151. Total pages exceeded 7,000 on 20 July and 8,000 on the busiest day, 26 July, the date of the dress rehearsal for Opening Ceremonies. The heaviest paging traffic was generally observed between 0700–2000 hours with peaks from 1000–1600. The following gives the raw paging data for the Games period; note especially that the villages opened on 14 July, the Opening Ceremonies took place on 28 July and the Games ended on 12 August.

Date	Pages
13 July	988
14 July	2,027
15 July	1,891
16 July	3,132
17 July	3,330
18 July	4,014
19 July	3,770
20 July	7,446
21 July	3,312
22 July	3,062
23 July	4,851
24 July	3,299
25 July	2,468
26 July	8,074
27 July	6,154
28 July	4,113
29 July	4,791
30 July	5,349
31 July	5,223
1 August	5,840
2 August	6,124
3 August	5,989
4 August	4,413
5 August	3,203
6 August	5,570
7 August	5,215
8 August	6,032
9 August	5,530
10 August	6,065
11 August	5,890
12 August	3,074
13 August	2,740
14 August	2,073

Although most pagers were assigned to individuals, some were assigned by function. For example, each duty officer at the Operations Center used the same pager. This helped communications with those performing particular functions, even if the individual being paged was not known by name. Almost all managers at each site had either a tone-only or display pager. While full-time LAOOC staff members were assigned pagers, additional units were provided to commissioners for distribution to site staff at venues.

In retrospect, the paging program was nearly flawless and the interface with the EMS worked very well and contributed significantly to the use of pagers among LAOOC staff members. Future organizers will do well to develop a similar system that allows easy and fast paging between senior staff members.

31.04.5 Personal computers

Under its sponsorship agreement with the LAOOC, IBM provided 200 of its Personal Computers ("PCs") to the Organizing Committee. These units proved very worthwhile and were used in a wide variety of applications, including management reporting, office automation and sports scoring.

The PCs were initially delivered to the LAOOC in December 1982, and more than 65 machines were in use by the middle of 1983. Needs grew dramatically beginning in March 1984, when 85 PCs were in place. Augmented by rental units, there were 245 PCs in use during the Games. The major uses of PCs during the Games included personnel scheduling/access control (85 machines), Olympic Messaging System scrolling "message waiting" displays (45 machines) and sports scoring and statistics (40). The remaining 75 PCs were scattered and used for many different functions.

The personnel scheduling and access control programs allowed individuals to be scheduled by name, by department and by specific job. The idea was to schedule individuals ahead of the Games and then update the schedules as necessary. The venue access portion of the program then allowed or disallowed venue access to individuals (via the bar code readers) based on their work schedules. Although almost every department used this program to schedule people for Games assignments, the reaction to it for access control was mixed. Those who kept up their schedules found it worked well. Others preferred manual methods.

The sports scoring and statistics programs either were already in use in the United States or were developed specially for the Games. The need for these programs was based on the limited abilities of the overall results program to calculate individual results or generate pairings or start lists automatically. Many federations, however, preferred manual methods to even a PC-based system. In all cases, manual back-up for each PC system was available.

Sixteen different programs were used to support 12 different sports: archery, basketball, boxing, fencing, gymnastics, modern pentathlon, shooting, swimming (including separate programs for diving, synchronized swimming and water polo), tennis, volleyball, wrestling (two programs) and yachting. The archery program was used to maintain running totals on the competitors' scores and update the scoreboards. Summary reports

were generated for input into the LAOOC's results system, which carried competition summaries only. The PC-based archery program also provided detailed reports on each archer's performance for the benefit of the competitors and coaches and for tie-breaking purposes. The program was well received and included features which made it applicable to world championships in archery, such as calculation of team scores. Of particular benefit to the smooth operation of this program was its trial use at the 1983 World Target Archery Championships, hosted by the LAOOC.

The basketball program was used to record statistics at the end of each match and to produce various reports, including cumulative statistics for each team and a cross check against the manually-prepared box score. The program was an already-existing package used at an American university for its own basketball statistical reports. The best feature turned out to be the ability to quickly compile cumulative individual and team statistics following each match.

Automation of the random draw of boxers for initial pairings was a principal feature of the boxing system. The program also gathered details on scoring of each judge and provided statistical reports to help analyze the quality (or bias) of the judges. This program was developed by the LAOOC.

The fencing system was designed to establish initial competition pools from rankings provided by the International Federation, process results and produce start lists for subsequent rounds. However, the program was not completed in time and was not used. The federation and LAOOC competition staff staged the competition using manual methods of drawing and pairing.

An existing gymnastics package produced start lists and processed results. After processing the initial start list, the program accepted compulsory competition scores and generated a ranking of all competitors and teams and a start list for the next round. Scores were added for each succeeding competition to produce the required additional start lists for each phase of the team and individual competition program. This system worked very well and assisted greatly in the smooth flow of the sport.

An existing scoring and start list system was also used for modern pentathlon. Individual and team results were produced for each of the five events as well as cumulative individual and team rankings after each event. In addition, the system produced start lists and competition scoring cards.

Scoring of the shooting competitions was handled by a well-established system provided by the National Rifle Association. The program handled the different scoring procedures for 11 different events and provided start lists and match results.

Swimming used four systems, each one serving a different discipline of the sport. The swimming package was used to prepare start lists and seeding sheets. The diving and synchronized swimming programs both provided statistical analyses of the scoring by each judge for each dive or figure routine. The completed statistical tables were provided to the appropriate FINA Technical Committee within 30 minutes following the completion of each round of competition. The water polo program compiled individual statistics following each match and provided reports on cumulative individual and team statistics and rankings of competitors and teams in various categories. The system also produced a score sheet for use as start lists and for recording the raw statistics during the matches.

The tennis system performed a similar function in gathering data regarding the play of each competitor. A wide variety of statistics were collected and printed for distribution to players, coaches and news media following each match.

The volleyball system also collected data during the matches and reported individual statistics after each set and match and up-to-date cumulative match totals. The system was enhanced just prior to the Games to allow statistical information to be displayed on the television monitors of some broadcasters.

Two systems were used for wrestling. One program paired athletes within each weight class in accordance with manually drawn lot numbers and produced score sheets for use by officials. The pairings produced served as input documents for the main results system. The second program was a unique "call-to-the-mat" system which displayed a listing of the ongoing and upcoming matches on each of the three competition mats. The expected start time of each match was posted, along with the participants and the current time. Color television monitors with this information were distributed throughout the venue and were well received by athletes, officials, news media and spectators.

Scoring in yachting was handled by a PC-based system which produced reports for all classes and a wide range of scoring reports. No problems were reported with this system.

In addition to the personnel and sports statistics systems, a small number of administrative systems were used. Programs for use by the Finance, Purchasing, Torch Relay, Transportation, Travel and Youth Departments were all developed and used to varying degrees. The common goal of most of these systems was to keep records of

transactions such as investments for the Finance Department, conversion of purchase order requisitions into actual purchase orders (Purchasing), issuance of airline tickets for travel and scoring and ranking of student tests given as part of the Grow With the Olympics youth program. Scheduling for the torch relay was aided by a PC-based system that analyzed the schedules proposed and posted error messages if the schedule could not be met, based on the information input.

The transportation programs were designed to automate the detailed scheduling for the athlete and media transportation systems. The largest system was used for athlete transportation planning and operations and included two parts. The first calculated the required departure times from each village, given a required arrival time at a competition or training site, factoring in the day and time involved and traffic conditions expected to exist. After manually grouping the trips into working assignments for drivers and equipment (buses), the assignments were input into the system which then kept track of the assignments of specific drivers and buses to routes and work periods and provided daily reports for operations. The athlete transport program was used at both the UCLA and USC Villages during the entire period of operations, from 14 July–14 August.

The media transport system used a portion of the tracking capabilities of the athlete program for its daily operational reports, including modifications to schedules. The program was successfully used at the Main Press Center over the same time period as the athlete transport system. IBM provided pre-packaged software used for a variety of purposes to augment its support of LAOOC administrative users. These packages included data base management systems, electronic spread sheets and text editors.

While the use of Personal Computers did not provide the LAOOC with abilities it did not already possess, they did allow better use of staff time by automating numerous tasks that would have otherwise required hundreds of man-hours in laborious record keeping and tracking. The ability to provide nearly instantaneous reports for administrative and competition purposes at the various sport site was much appreciated by the site management and International Federations alike. Further use of PC-type systems will certainly occur in the future as users become more sophisticated in their approaches to the use of automation in competition management.

31.04.6 Photocopying

The LAOOC was well aware of the seemingly endless needs for photocopying at the Games. In addition to the massive administrative requirements in the pre-Games period, results had to be copied by the thousands for distribution at the Games, along with start lists, technical orders and various communications among all sectors of the Olympic Family and the LAOOC. In 1982, the LAOOC enlisted an appropriate sponsor for photocopying and telecopiers in the Xerox Corporation. Over the next two years, these two entities worked very closely to assure that the needs of the LAOOC were met as the organization grew and to devise plans for the Games which would adequately fulfill the demands made at each site.

Xerox and LAOOC technology staff members met with each individual department to ascertain overall Games copying needs. The major requirements included copiers for results, venue administration and venue press sub-centers. Copy models appropriate for each need were determined and approved by the LAOOC department managers involved. Xerox then proceeded with procurement responsibilities.

The initial installation task occurred at the LAOOC's administrative headquarters in Westwood and later in Culver City. Between 1982 and the middle of 1984 (at the end of the pre-Games period), the LAOOC produced some 32 million copies on Xerox equipment. At the administrative headquarters building in Culver City, 23.3 million copies were made on 29 copying devices, including eight high-speed machines with automatic feeders. Three high-speed copiers were concentrated in a copying center, which handled only high-volume tasks with large sorting or stitching requirements.

The preparation for the Games period included special operations by Xerox to ensure the success of the photocopying effort. The equipment provided was standardized so that copy operators could be effective at any venue without having to learn the procedures for use of several different kinds of machines. The standardization of equipment also assisted in the ordering of supplies and spare parts and an improved ability to provide service. Specially-picked installation teams and technicians were also used for the Games. Xerox delivered and installed all equipment and provided trailers with supplies and parts which were left at each site during its operating period. A command center was set up on a 24-hour per day basis and helped with various problems. In all, some 350 technical staff were involved in installing and maintaining the more than 900 copiers and telecopier units involved in the Games. Xerox also trained over 500 LAOOC volunteer copy operators who worked with the machines during the Games.

Site	Number of copiers	Number of copies made
Archery	3	104,326
Athletics	33	2,984,941
Baseball	6	109,331
Basketball	13	665,165
Boxing	12	512,075
Canoeing and Rowing	11	544,110
Cycling	10	239,525
Equestrian	9	193,778
Fencing and Volleyball	12	633,625
Football/Rose Bowl	10	199,455
Football/Annapolis	9	254,459
Football/Harvard	4	139,438
Football/Stanford	7	323,935
Gymnastics	15	646,329
Handball	6	188,372
Hockey	7	260,967
Judo	6	168,086
Modern Pentathlon	6	194,798
Shooting	10	224,642
Swimming	15	1,623,214
Tennis	6	120,116
Water Polo	9	409,934
Weightlifting	8	159,855
Wrestling	8	378,878
Yachting	13	542,568
UCLA Village	21	1,702,197
UCSB Village	10	512,099
USC Village	26	1,429,274
Biltmore Hotel	27	1,286,820
Broadcast Center	13	1,776,221
Main Press Center	28	4,067,153
Olympic Arrival Center	7	120,060
Uniform Distribution Center		187,828

Venue equipment performed very well, despite tremendous copying loads. Servicing was done during non-competition hours and allowed generally trouble-free operation of the equipment.

Copying at the sports venues totaled 11,821,922. Another 11,081,652 copies were made at eight other principal support sites (three villages plus the five other sites listed above). Various other pieces of equipment were installed at a few other sites, but did not have large copying volumes. A total of 150 large-volume machines were utilized along with 302 smaller-scale units. Including the 22 million copies made during the Games period, the LAOOC's total volume was a staggering 53,977,818 through 19 December 1984.

Xerox also provided free copying privileges to the news media at the International Broadcast Center and at the Main Press Center. Six units were made available at the IBC, including one high-volume copier and five smaller ones. The copy total there was 383,989. At the Main Press Center, one high-volume and one lower-volume

unit was available and contributed 213,200 copies. Rental services were available and were used by some members of the news media. A total of 45 copiers were rented, including five high-volume units.

Overall, the photocopying effort was very successful. No equipment was lost or stolen and the technical performance of the equipment and technical staff was excellent. Careful estimation of the needs at each site allowed for proper distribution of equipment and sufficient back-ups in case of emergencies (which did not occur). The enthusiasm of the sponsor and the dependability of its products resulted in excellent service both in the pre-Games period and at the 67 Games sites where copying was needed.

31.04.7 Radio broadcasting

The LAOOC was involved in low-power radio broadcasting on non-governmental frequencies in a very limited way. Recognizing the needs of journalists, radio commentators and television broadcasters to gain access to athletes in interview situations, the Press Operations Department developed plans for mixed zones (informal interview areas) and formal interview areas. However, in a few sports, it became apparent that competitions would continue while interviews from prior events in the same session would be taking place. This presented the media with the difficult choice of missing an event or

an interview, especially at athletics, cycling and swimming.

The technical solution was to provide wired output of the interview rooms at the press/radio/television seating locations, or arrange for low-power radio broadcasts over commercial channels of the formal interviews at those sports. Since the wired output option was extremely expensive, the LAOOC arranged for low-power broadcasts within the area only of the particular venues concerned. A transmitter was connected to the output of the microphone amplification system of each venue interview room and the signal was carried over one of two AM radio channels.

Although the transmitters were delivered and installed and pocket radios were distributed to journalists, the results of the program were dismal. Journalists still preferred to go to the interviews themselves, perhaps because the information about the radio broadcasts of interviews was not well publicized. In the future, organizers need to consider the needs for such a system and, if implemented, must publicize it sufficiently to encourage use.

31.04.8 Radio communications

Although wire-based communication systems were fully satisfactory to support much of the LAOOC's communication needs, the highly mobile nature of many senior managers, site managers and

supervisors required an extensive radio-based communication system. The LAOOC worked with sponsor Motorola to design systems utilizing hand-held radios within the sites and mobile radio-telephones in automobiles for use by senior LAOOC management staff. Systems for in-transit security communications and for transportation operations were also developed.

The basic design for the systems used at the venues and villages was completed in December 1981 and revised in October 1983. Radio system planning was much more difficult than for any other area of technology.

Although all systems suffered from a lack of knowledgeable users early in the planning period, the radio systems had to function within a limited number of channels allocated to the LAOOC by the U.S. Federal Communication Commission (FCC). This meant that if the needs of one department increased such that it required additional channels, those needs could only be met by decreasing the channels available for other functions. Thus, as the needs of the Security and, especially, the Transportation Department grew, other departments had to be cut back. The final requirements for the allocation of

portable radios was completed in early 1984 after meetings were held with each department involved. After that point, allocations of portable radios could be changed, but channel assignments could not. Although Motorola's contractual commitment specified the loan of 2,030 portable radio units, the LAOOC rented an additional 2,300 hand-held units raising the total to 4,330.

Special radio systems were provided at each site. Additional systems were installed to meet the needs of the Transportation Department, which required integration of radio systems already installed in existing vehicles.

At the venues and villages, the systems stressed simplicity in installation and operation. This was especially important because of the certain lack of experience of the users on the equipment. Additional system design was necessary to meet the needs at the Los Angeles Memorial Coliseum, Long Beach Convention and Exhibition Center, the gymnastics venue at UCLA's Pauley Pavilion, modern pentathlon at Coto de Caza, the out-of-stadium events and the three villages.

Three to seven channels were furnished at most sites, depending on operational requirements. The venue message centers were equipped with desktop base stations capable of accessing all channels at the site with the exception of the security channel. Each venue's security command center had a desktop base station unit which could access all channels.

The more complex venues required repeaters. At the Coliseum, eight channels were eventually necessary with repeaters used only for transportation. Simplex (non-repeater) channels were arranged for administrative needs, competition staff, health services, ushers, security for athletes and security for Exposition Park. Changes had to be made after the Games began because ushers for athletics, boxing and swimming could not share the same channel; the same problem required an additional channel to separate the medical and administrative radio traffic for athletics. The repeaters for transportation were necessary because communications were required with the athletics warm-up area at Cromwell Field inside the USC Village. The requirements for the systems in Long Beach and at gymnastics and modern pentathlon also involved repeaters because of the large area covered by each of the venues. Channels for administration, security, sports and transportation, plus a back-up channel, were available on all systems.

The out-of-stadium events included the marathons, cycling road races and the equestrian endurance competition at Fairbanks Ranch. Two vans were outfitted with four repeater stations each, a large antenna structure which



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11 An LAOOC private security officer, equipped with a walkie-talkie, inspects the Drake Stadium track at the University of California, Los Angeles.

12 LAOOC President Peter V. Ueberroth (center), accompanied by LAOOC Press Secretary Amy Quinn, communicates via radio.

could be quickly set up and removed, and over 100 portable radios with chargers. A gasoline-fed generator provided power. Three repeaters were designated for active use at each site, with one for back-up.

The LAOOC and Motorola also recognized the need for radio communications by the IFs, NOCs and others, and were granted authorization to use several frequencies by the FCC. In addition to those required by the LAOOC to operate the Games (paging links, security systems, transportation systems, venue and village systems and mobile radio systems), additional frequencies were made available for assignment to other groups which needed them. Eighteen NOCs reserved more than 50 frequencies in total and 11 LAOOC sponsors booked a total of 20 frequencies. A frequency was also booked for the producers of the Official Film of the Games.

At the UCLA and USC Villages, additional design was required because of the large-scale security and transportation requirements. Because each village covered a large ground area and required radio communications inside buildings constructed of concrete and steel, repeater channels were set up. A total of 12 channels were assigned at each, including one for administration, two for transportation and nine for security. The transportation channels included one for athlete bus loading and another for all other transportation requirements. The security channels included one for all village security and eight other channels which covered either geographic security areas or networks of guards working on the village perimeter or on the grounds in general. The 12 repeaters were housed in a single location at both villages, along with two back-up repeaters and a paging station. An uninterruptible power supply was provided to power all stations except the paging unit.

The UCSB Village radio requirements were fewer than those for the Los Angeles area villages, and included simplex (no repeaters) operations for administration and security. Transportation required a repeater system with a single channel.

The mobile radio-telephone system was designed to extend contact between the LAOOC administrative headquarters in Culver City and numerous senior managers while they were in their cars en route to meetings and the like. In addition, they allowed access to the area telephone network. Nearly 300 LAOOC vehicles were equipped with these units. A total of eight channels were used, including one channel for all users and seven sub-channels for assigned personnel in construction, health services, security, sports commissioners, support operations, transportation management and transportation repair.

Additional radio systems included a special arrangement for the in-transit security group and for transportation operations. The in-transit security system included 660 portable radios to be used for emergency communications by security guards aboard athlete buses. The U.S. Department of Defense provided base equipment for the local law enforcement agencies to communicate with the guards, but no such equipment was provided to the LAOOC. Motorola did provide equipment for monitoring in-transit security operations only; other communications were handled on the transportation operations channels. The communications system worked well enough, but it was recommended that a simplex system be considered to eliminate unwanted crosstalk between guards on different buses.

The transportation operations system required channels for communications among athlete buses, media buses and fleet dispatch. In addition, transportation management and road service emergency communications were necessary and were handled on a sub-channel of the mobile radio-telephone system.

The athlete transportation communications requirements involved operations at the Olympic Arrival Center (OAC) at the Los Angeles International Airport and at both villages. At the OAC, operations were divided into hosting of arriving dignitaries and teams, loading of the teams onto buses and route selection for the eventual destination of the guests. Repeaters were provided at the airport for the hosting and loading functions to assist the operation of the portable radios. Communications regarding route selection were obviously sensitive; voice-privacy radios were provided for transmission of the route approved by the security representative at the OAC dispatch center. Communications during the transit portion of the route were handled by the contracted bus company, which had its own radio system and installed a base station in the LAOOC's OAC dispatch center.

At the villages, the major areas of concentration included the loading of buses, route selection and in-transit security. Transportation towers were erected at both UCLA and USC and

included not only LAOOC dispatch and management personnel, but also related law enforcement and security personnel, local transportation authorities and the like. Repeater stations on the campuses assisted the transport tower personnel in communicating with the loaders on the ground, while bus drivers were called from the tower on their existing bus radios (channel one). Route selection was handled in the same manner as at the OAC via the voice-privacy radio network. Tower security officers informed ground-level security officers of the appropriate route, which was then communicated personally to the drivers. Communication with the drivers en route was maintained on channel two of their existing bus radio, with emergencies handled on existing channel three. Equipment was also present in the towers to handle in-transit security communications.

Communications with emergency back-up buses utilized a fourth channel on the existing radio system of the ARA Services buses quartered at the South Gate bus yard.

The media bus system utilized the fourth and fifth channels available on Los Angeles Unified School District (LAUSD) buses. The central point for all media bus dispatch was the Main Press Center. Bus loading and dispatch operations were similar to those at the villages and were controlled inside the transportation operations center in the MPC's North Hall. Small scaffold structures and portable radios were used for directing loaders on the ground, rather than from heavily-equipped, massive towers as at the villages. Additional portable radios were equipped for use with the bus channels for loading (channel four) and en route (channel five). In-transit security was not provided for media buses.

The fleet dispatch center was located in South Gate. Equipment was provided to allow communications with either of the bus radio systems, ARA (the official Athlete Transportation Management Company) or LAUSD, and with the ARA cover buses. In addition, the aforementioned sub-channel on the mobile radio-telephone system was available for transportation repair vehicles.

Overall, the radio communications needs of the LAOOC were extensive, but were fully met by Motorola. Over 40 individual radio systems were designed and installed in a very short time. Very few problems relative to the dependability of the equipment surfaced and the quality of the communications was generally excellent. Most of the complaints heard from staff were about the insufficient number of hand-held radios available at the sites, a question of allocation of resources rather than the quality of the communications system installed.

31.04.9 Registration and results

The registration and results function was the most people-intensive task handled by the Technology Department. During the Games, over 2,000 people were directly involved in the compilation, processing, printing and distribution of the results from the 23 sports. The major components of the results function can be divided into the development of the software required, hardware required, pre-Games operations and Games operations.

Because of the tremendous number of events and rounds, it was clear from the beginning that a computer-based results system would be necessary and that any such system would have to be approved by the International Federations. In order to reduce the risk of not completing the development of a new results software system in time for the Games, it was decided to purchase the rights to use the results software from the 1976 Olympic Games and update it for use in Los Angeles. The software, nicknamed "SIJO" from its French title, "Système d'Information des Jeux Olympiques," was initially used in Montreal and then purchased and modified for the Games of the XXIInd Olympiad in Moscow in 1980. The LAOOC acquired the 1976 version and then hired a firm, which had been involved in both the original development and the modifications for Moscow, to modify it once again.

The SIJO system was extremely flexible, as it allowed for free-form entry. However, it was not a true scoring system and had almost no ability to calculate scores and determine qualifiers for succeeding rounds. These functions were performed manually in Montreal, as desired by the IFs at that time. In response, a number of microcomputer-based systems were developed by the LAOOC at the direction of the sports commissioners to handle the actual scoring and ranking requirements of each sport. SIJO was designed to register athletes, assign athlete numbers, create start lists, accept data entry of scores or times, format and/or sort the data input and then produce results in printed form. The strength of the SIJO system was its electronic dissemination abilities allowing results and start lists produced by the system to be distributed to many sites automatically. The LAOOC focused on these capabilities in using SIJO and modified the Montreal version to meet the needs of the 1984 program of events and post-1976 rules changes.

The major software changes in SIJO included:

- Addition of new sports or disciplines within existing sports, including baseball and tennis as new sports and the disciplines of rhythmic gymnastics and synchronized swimming.
- Addition of new events within existing sports, such as the women's 3,000 meters, 400-meter hurdles and marathon in athletics and the women's individual road race in cycling.
- Restructuring of the results report format to emphasize English headings instead of French, as had been used in Montreal, and allow for input of measurements in feet and inches for events such as the shot put, discus and javelin.
- Addition of a summary program called "Main Events of the Day" (MED) which provided summaries of medal winners and records broken in each sport, overall summaries of gold medalists across the entire Games, medal winners in all sports, records broken in all sports and an unofficial tally of medals won by each nation.
- Special interface with the Electronic Messaging System (EMS) to allow query of Olympic results and start lists on the 1,700 EMS terminals spread across the Southern California area. This was especially significant since the use of the self-operated EMS as an inquiry terminal eliminated the need for operator-assisted SIJO inquiry terminals as had been provided in 1976.
- Special processing programs allowing for automated typesetting of the results for use in the publication of the "Olympic Record" daily program and for automatic linkage of the results output to the computerized distribution system of three leading press wire services.

Changes were requested continuously, even up to the day of Opening Ceremonies. However, the major changes were identified well prior to the Games and were completed in time for testing and modification based on the test results. Most of the development occurred between March 1982 and June 1983. The publications and wire service interface programs were developed rather late (through April 1984) and although some problems surfaced with each, both worked satisfactorily.

The configuration of the system hardware was discussed at length over a period of three years. It was recognized that because of the continuous production requirements of the results system, a temporary outage for even a few hours was unacceptable. The LAOOC endeavored to provide primary results (i.e., results of individual matches or races as opposed to summaries) within ten minutes after receiving an approved result sheet from the appropriate officials. Any "downtime" would be disastrous. The result was the placement of the results system's central computing facility at an existing computer service center, where the environment would be favorable for the operation of such equipment. The McDonnell Douglas Automation Company (known as "McAuto") was chosen and became an official supplier of results computer services for the LAOOC. Although the development of the system was handled on an existing McAuto computer, it was decided that equipment which would be dedicated only to the results system was the best way to ensure perfect performance. Two IBM model 4381 computers were installed at McAuto, although only one was required to run the results system. The second machine provided complete back-up and special, uninterruptible power supplies were provided for both. A back-up unit was provided for every piece of equipment used at the host computer site. The Games-dedicated computer network was turned over for LAOOC use in May 1984.

At the venues, IBM terminals, printers, modems, controllers and multiplexers were used for input, output and communication functions. A new concept was the use of Xerox electronic imaging printers which allowed high-quality output of the results in specified fonts and with graphics such as the *Star in Motion* or the pictograms for each sport. This was a tremendous improvement over the output provided by dot-matrix printers and provided not only a more attractive results sheet or start list, but one which was also far easier to read.

Communications between the sites and the central computer was handled by leased telephone lines with dial-up telephone lines as back-up.

Operations in the pre-Games period centered on software modifications, testing and the development of operating plans by the international accounting firm of Ernst & Whinney, the LAOOC's official manager and operator of the results system. Ernst & Whinney was responsible for the operation of the overall system, including input, output and distribution.

While the software modifications were ongoing, tests were made periodically to show the fitness of the system and the ability of Ernst & Whinney to understand its operation. The most useful tests came in July 1983, when the modified SIJO software (including the interface with the EMS) and the Ernst & Whinney results team were matched in live action at the LAOOC's cycling and swimming events. In August, the results system and team were tested again at the LAOOC-hosted synchronized swimming and gymnastics events. The synchronized swimming event provided a test for a new sport on the Games program while the gymnastics event was the testing ground for the new Xerox electronic printers. Few other such formal testing opportunities were held, although in retrospect, it would have been preferred to have some sort of test event for the results team in every sport. Problems which arose at some sports would have been eliminated if a live test had been held prior to the Games.

Ernst & Whinney developed system operating plans under the direction of five managers of specific functions: athlete registration, data systems/equipment and network configuration, distribution operations, staff planning/recruiting and training and venue results operations. Recruiting took place at many levels and included venue results managers (39), input supervisors (eight), output supervisors (37), senior terminal operators (67), operations specialists (37), input operators (121), output operators (80), distribution supervisors (eight) and distribution clerks (331). Their task was to complete the input and distribution tasks following each event within ten minutes after the receipt of official results data. The basic steps included:

- Receiving and entering results data as provided by IF officials
- Verifying and approving official results
- Producing hard copy results of each event for mass copying
- Logging results produced
- Copying results for distribution
- Distributing paper copies of results to press, sports officials, VIPs and others as necessary
- Providing results to each electronic interface system: EMS, publications and wire services

The largest results staff was at athletics, where 86 people were utilized on two shifts. A total of 72 persons worked at the Main Press Center, 48 at swimming, 36 at gymnastics and 31 at fencing. Venues with the least number of staff included football (nine), cycling and weightlifting (ten) and baseball (11).

By late May of 1984, the necessary tests on the system had been completed and the installation of the host computers at McAuto was nearly finished. All results computer operations were then transferred from McAuto's shared computer network to the Games-dedicated system. Training of the almost 750 Ernst & Whinney personnel assigned for the Games commenced at a local high school, where not only were people trained, but all equipment which was to be used at the venues was tested in the training session. Testing took approximately one week after beginning on 20 June and equipment began to be delivered to the sites, depending on the LAOOC's access date and the availability of communications lines. Final delivery for many venues did not start until just one or two days prior to the Games, since equipment continued to be used for some last minute trainees and for the athlete registration center. Although all data and dial-up telephone lines were eventually installed, there was some concern on a day-to-day basis over delivery dates. It would have been easier to have had these lines installed earlier with some limited access by the results team for line testing. A few sports and events, notably archery and the cycling road races, utilized a mobile input/output trailer which contained pre-installed equipment and moved from site to site as necessary.

All results system personnel received Ernst & Whinney training, which consisted of 22.5 hours for non-distribution clerk personnel and 12 hours for distribution clerks. Integral to these training sessions were venue-specific training, a dress rehearsal and the on-site preparation training phase.

The first phase of the actual results process was the registration operation which was coordinated as part of the LAOOC's Athlete Registration Center, beginning on 9 July 1984. From that date through 27 July, "by name" registration forms were input into the SIJO system using 11 terminals and printers. Although all registration forms were required to be turned in by 14 July (18 July for athletics), there were many late forms which were always accepted for entry by the IF concerned. The SIJO system, however, did allow for late entry.

Technology

Results system equipment summary

Site	Input terminals		Output terminals		Printers		Modems		Telephone lines
	Mobile	I/O	Mobile	I/O	Mobile	I/O	Mobile	I/O	
Archery									3
Athletics	8		2		6		2		6
Baseball	2		1		4		2		3
Basketball	2		1		4		2		3
Boxing	3		1		4		2		3
Canoeing/Rowing	2		1		4		2		3
Cycling	2		1		4		2		7
Equestrian	3		1		4		2		5
Fencing/Volleyball	6		1		5		3		3
Football	3		1		4		2		3
Gymnastics/Tennis	6		1		7		3		3
Handball	2		1		4		2		3
Hockey	2		1		4		2		3
Judo	2		1		4		2		3
Modern Pentathlon	2		1		4		2		3
Shooting	4		1		4		2		3
Swimming	3		1		4		2		3
Water Polo	2		1		4		2		3
Weightlifting	2		1		4		2		3
Wrestling	3		1		4		2		3
Yachting	2		1		4		2		3
Mobile Input/Output	2		1		4		2		0
UCLA Village	0		1		3		2		3
UCSB Village	0		0		0		0		0
USC Village	0		1		4		2		3
Biltmore Hotel	0		1		4		2		3
International Broadcast Center	0		1		4		2		3
Main Press Center	2		1		5		2		3
Registration Center	11		0		11		2		3
Results Control Center	6		6		6		36		12
EMS interface	0		0		0		0		2
Publications interface	0		0		0		2		3
Wire Services interface	0		0		0		2		3
Totals	82		33		127		96		110

Notes:

- (1) The listing above does not include controllers or multiplexers.
- (2) Printers include small dot-matrix IBM printers and larger Xerox 2700 electronic imaging printers.
- (3) Telephone lines generally included two dial-up lines backing up every leased line.
- (4) Fencing and Volleyball had separate input terminals (4 and 2, respectively) and shared common lines and output equipment.
- (5) Gymnastics and Tennis had separate input terminals (4 and 2, respectively) and shared common lines and output equipment.
- (6) The Mobile Input/Output unit serviced Archery and the one-day events at Mission Viejo (cycling), the Artesia Freeway (cycling) and at Fairbanks Ranch (equestrian).

Results software system transaction summary

Date	Registration transactions	Results transactions	output transactions	Other transactions	Total transactions
23 July	2,721	500	918	445	4,584
24 July	1,401	515	475	472	2,863
25 July	1,655	605	593	273	3,126
26 July	N/A	N/A	N/A	N/A	N/A
27 July	144	3,465	1,489	2,727	7,825
28 July	143	6,352	2,618	3,891	13,004
29 July	203	12,219	7,417	7,018	26,857
30 July	225	12,894	8,010	6,054	27,183
31 July	69	15,534	9,823	8,618	34,044
1 August	71	15,896	9,942	8,400	34,309
2 August	39	17,059	10,213	6,026	33,337
3 August	12	16,456	11,052	6,604	34,124
4 August	90	12,413	7,863	4,736	25,102
5 August	33	13,042	7,916	5,259	26,250
6 August	12	10,919	7,759	4,460	23,150
7 August	18	11,638	7,743	5,151	24,550
8 August	16	11,909	8,112	5,135	25,172
9 August	19	12,583	6,990	4,266	23,858
10 August	1	14,009	6,192	4,418	24,620
11 August	0	13,000	6,500	4,300	23,800
12 August	0	2,600	1,300	860	4,760
Totals	6,872	203,608	122,925	89,113	422,518

Notes:

- (1) This transaction summary includes:
Registration: transactions in the registration of athletes and officials.
Results: all production of start lists, results, summaries and Main Events of the Day lists.
Output: all output to associated printers, remote printers and output interfaces to EMS, publications and wire services systems.
Other: includes all system inquiry, SIJO service and CICS (data management program) service transactions.
- (2) Statistics are not available for 26 July; statistics for 6 August prior to 1000 hours were lost.
- (3) Statistics for 11 and 12 August are estimated.

Results production and copy volumes

Site	Number of results produced	Number of notes & quotes	Number of originals	Number of copies made	Total copies made
Sport Venues:					
Archery	123	19	142	400	56,800
Athletics	679	137	816	2,700	2,203,200
Baseball	117	26	143	150	21,450
Basketball	379	88	467	500	233,500
Boxing	690	70	760	450	342,000
Canoeing	155	14	169	300	50,700
Cycling	131	12	143	800	114,400
Equestrian	65	50	115	500	57,500
Fencing	381	105	486	400	194,400
Football	245	126	371	700	259,700
Gymnastics	323	36	359	700	251,300
Handball	354	68	422	220	92,840
Hockey	410	53	463	500	231,500
Judo	193	27	220	500	110,000
Modern Pentathlon	70	7	77	400	30,800
Rowing	173	36	209	300	62,700
Shooting	51	9	60	400	24,000
Swimming	501	56	557	1,400	779,800
Water Polo	182	135	317	200	63,400
Tennis	165	8	173	150	25,950
Volleyball	153	62	215	700	150,500
Weightlifting	270	37	307	300	92,100
Wrestling	658	27	685	700	479,500
Yachting	413	26	439	400	175,600
Main Events of the Day	50	0	50	0	0
Non-sports Venues: (all 8,449 originals were copied and distributed at these locations)					
UCLA Village	0	67	8,449	75	633,675
USC Village	0	50	8,449	81	684,369
Biltmore Hotel	0	0	8,449	70	591,430
International Broadcast Center	0	0	8,449	145	1,225,105
Main Press Center	0	142	8,449	100	1,318,700
Totals	6,931	1,518	58,859	14,241	10,556,919

Notes:

- (1) The figures for the Main Press Center include an extra 150 copies made of all results and notes & quotes from athletics, boxing, gymnastics and swimming and 2,000 copies of the final day's Main Events of the Day summary of the Games.
- (2) Copying at the non-sports venues included all output from all sites, including notes & quotes.

"Olympic Record" production statistics

Date	Editions for use by the Olympic Family	Editions for sale to spectators	Total number of editions printed
28 July/Entries	23,000	0	23,000
29 July/Day 1	20,500	97,000	117,500
30 July/Day 2	20,500	58,000	78,500
31 July/Day 3	20,500	57,700	78,200
1 August/Day 4	16,500	59,600	76,100
2 August/Day 5	17,500	33,600	51,100
3 August/Day 6	16,500	74,100	90,600
4 August/Day 7	16,500	80,500	97,000
5 August/Day 8	17,500	68,500	86,000
6 August/Day 9	14,300	64,500	78,800
7 August/Day 10	15,600	31,400	47,000
8 August/Day 11	14,600	68,100	82,700
9 August/Day 12	15,600	61,500	77,100
10 August/Day 13	14,600	68,500	83,100
11 August/Day 14	14,600	62,000	76,600
12 August/Day 15	14,600	61,500	76,100
13 August/Results	25,000	0	25,000
Totals	297,900	946,500	1,244,400

Typically, once data entry for a specific sport was completed, a SIJO sub-program assigned athlete numbers beginning with the number 0001. In sports which had separate competitions for men and women, SIJO separated the competitors by sex, then sorted the entry list by NOC, using the three-letter country codes assigned to each NOC. Entrants were then sorted alphabetically by family name within each NOC code and numbers assigned sequentially. Thus, entrants from Afghanistan (AFG) and the Netherlands Antilles (AHO) always received low numbers in each sport they entered, while the highest numbers were assigned to entrants from Zaire (ZAI), Zambia (ZAM) and Zimbabwe (ZIM). For sports with mixed competitions for men and women (e.g., equestrian), athlete numbers were assigned without any pre-sorting by sex.

No renumbering was made once numbers were assigned. Late entrants were simply added into the overall assignment process in their sport if the athlete numbers had not already been assigned, late entrants were assigned the next available number, regardless of which NOC had entered them or the alphabetical order of their family name vis-a-vis other entrants.

The registration function was moved from the LAOOC's Athlete Registration Center in Westwood to the Results Control Center at McAuto on 28 July. All registration changes took place thereafter that point. Although there were some extremely late changes, the registration system worked well. The interface program for publications proved workable as the overall entry list publication for the Games was produced on time on 28 July. The number of changes in spelling which were requested were slight and amounted to only about 1½ percent. This was less than expected and was principally due to good concentration and checking procedures at the time of entry.

Venue results operations were generally very successful, but the ease and grace with which results were produced at each site varied widely. Those venues at which Ernst & Whinney results input personnel were located on or near the field of play, and at which the input team received an approved results sheet from the sports officials, worked very well. Venues where these elements were not present resulted in some difficulties. Verification procedures for results varied from sport to sport and while some took too much control, others tried to bypass the SIJO system entirely. Overall, however, Ernst & Whinney worked very well with Swiss Timing, McAuto (and the associated IBM equipment) and Xerox to provide excellent result service which was dependable and timely. All of the mentioned companies provided a cooperative effort which extended to servicing. The limited number of equipment failures was due completely to the aggressive servicing concepts of all suppliers and was a key to the successful operation of the results service.

Distribution services were present at all sites and provided the link between the finished results sheets and the actual users, which were primarily members of the news media. The planning of delivery routes for results, estimation of the number of originals and copies to be made was done in detail and generally worked very well. In addition to distribution of the results, the distribution function also delivered auxiliary information materials including SIJO-produced start lists and match progress/statistics and non-SIJO-produced information, such as the notes and quotes sheets, play-by-play and race-in-review reports produced by the Press Operations Department's venue press chiefs at each site. Because of the large volume of copies required for the press at some sites, plastic shopping baskets were used by the distribution clerks. This helped to prevent soiling of results and minimize the fatigue factor inherent in the distribution of hundreds of sheets of paper many times each day.

Distribution of results also took place at non-venue sites, including the Biltmore Hotel, International Broadcast Center, Main Press Center and the three villages. Main Events of the Day (MED) output was available in hard copy form at the International Broadcast Center and Main Press Center only, but was also available through the EMS.

Output through the publications and wire service interfaces worked well most of the time, although the wire service interface failed several times because of format problems and a problem with the canoeing results. The publications software was more dependable, but also suffered from a lack of specificity in its requirements.

A Results Control Center (RCC) was set up at McAuto to oversee the entire results operation, act as a "help" station for venue operations and a monitoring station for all equipment and lines. The RCC could also act as an input/output station for venues in an emergency and handled all registration additions and changes after 27 July. The RCC was staffed from 0600 hours daily until the nightly batch processing had been done for the next day, which sometimes required around-the-clock operations. After a flurry of calls in the initial days of venue operations, the RCC was relatively quiet during most of the Games period. The efforts of the on-site results managers proved sufficient to handle almost all of the developments which occurred at the venues.

Overall, the results system met the needs of the LAOOC and the Olympic Family members who received information and results from it,

especially the news media. A total of 6,931 results originals were produced and over 1,500 pages of Press Operations-generated notes and quotes were copied and distributed. Over 10 million pieces of paper were used altogether and the sports results were consistently delivered in the desired 10-minute time frame. The SIJO system worked as expected and no major equipment or software failures were experienced.

However, the following points should be noted for future organizers:

- The SIJO system, while fully satisfactory in Los Angeles, has certain procedural rigidities which reduced its effectiveness and has a lack of computing power which required time-consuming manual calculations and entry in some instances. A more disciplined screen format would have allowed for fixed fields and easier interface to other systems, notably the EMS. Computing power for adding specified fields and performing other routine calculations is absolutely necessary in future systems. Better screen-editing features, such as tabbing, would also help to speed processing.
- System integration may be possible between timing, scoreboards and results at many sites. These functions were separate in Los Angeles because of the different contractors used and the aversion to developing a completely new system for fear of inadequate testing time and possible Games-time failure. However, the repetitive input process was inefficient and time-consuming and the potential for errors was obvious. In any new system, interfaces with timing and input for scoreboards on the front end should be considered and distribution interfaces for an EMS-type system, publications and typesetting systems and a wire service-standard system are all important and necessary. In each, it is important not only to develop and test the systems prior to Games use, but also to educate the end users—the company supplying an EMS-type system, the printer or typesetter used and the wire services involved—about what to expect in a Games-time environment as opposed to a test environment.
- Computing power for SIJO was completely contained in the central computers housed at McAuto. Although these units worked well, it might be wise to consider a transfer of some of the computing power to the sites to allow stand-alone processing if the central system breaks down. In this way, central processing failures caused by one sport or event will not affect results production for other sports.
- Close coordination in development must be maintained between both the sports and press departments. Although the results system is present to support the sports, the primary customer of results services is the news media. Both groups must understand the interest of the other and both must be accommodated where possible. In some instances, sports officials cared little about the LAOOC's results system and either ignored the Ernst & Whinney results team or just scribbled a new start list or result onto a piece of blank paper. News media, on the other hand, were almost always attentive to the competition and demanded results as soon as possible. There were a few instances where the microcomputer scoring systems were used for initial results for press at the venues, followed by the official SIJO version later.
- The importance of having people who are knowledgeable about the sports they are involved in on the results production venue teams cannot be understated. It is highly recommended that experts in each sport be found, if possible, to assist in the development of results format and to work with the competition officials during the Games. Some of the sports are extremely technical and have their own vocabulary (e.g., judo) or complex scoring methods (modern pentathlon). The challenge to produce results quickly and accurately can only be overcome by someone who can talk to the competition officials (and news media) in their own language. In a number of instances, the microcomputer-based systems saved the results production team because their output was sufficiently useful for the officials and media which required the information. This was the case at archery, modern pentathlon and shooting, especially, where complex input and official scoring chores were handled well by microcomputer systems which could produce results for distribution to officials and press very quickly. Those results were then the basis for input to SIJO.
- At many of the sports, sets of the results and summaries of the day's competition were requested by press and sports officials. This was somewhat expected, but not planned for in the large quantities requested. These demands, along with those for compilation of results books summarizing the results of each sport individually at the end of its competition period, were rather frustrating. Each journalist might go through five sets of results by the end of the Games: distributed individual result sheet, daily summary of a particular sport, next day publication in the "Olympic Record", publication in the all-sports results edition of the "Olympic Record" and the requested individual sports results summary

books. The latter was specifically not provided since it was felt that the all-sports results edition of the "Olympic Record" (published on 13 August) was a more appropriate review of the results from the Olympic Games. Daily summary books proved helpful, but were compiled only through additional copying and manual collating and stapling.

31.04.10 Results publications

The LAOOC needed to provide a comprehensive daily summary of all results of the prior day and of start lists for the current day for use by Olympic Family members and for sale to the public as a program. Although considerable discussion took place in 1982 and 1983 regarding the publication of individual programs for each sport, it was decided that the Games would best be served by producing an overall publication. Notably, the program would be reusable by spectators attending multiple events on the same day and distribution problems would be minimized since the product would be identical over all sites.

As designed, the "Olympic Record" was a tabular-sized newspaper featuring two sections bound within the same cover. The middle or results section contained the results of the previous day for each sport and the start lists for the current day in that sport, printed on newsprint paper and arranged in alphabetical order. A short report summarized the highlights for that sport for each day. A few photographs and filler stories completed the pages allocated for each sport, based on the expected number of results and start lists. This results section was printed in black ink only and was distributed (unbound) free of charge to Olympic Family members, including the news media. The first section was wrapped around the results section and contained either 24 or 32 pages of feature stories and information on each sport. Those copies which included the wrap-around section were printed on higher-quality paper stock and included color photographs on the front cover. The interior copy and photographs were black and white and the spine was stitched. The entire publication was trimmed as well. This spectator edition of the "Olympic Record" was sold to spectators at all sites at \$3 per copy. It was estimated that approximately 20,000 copies of the results only section of the "Olympic Record" and up to 100,000 copies of the spectator edition would be required daily.

Substantial difficulties in organization were encountered as no one company could be found to handle all parts of the production process along the guidelines which the LAOOC was determined to use. Bids for printing only were then accepted. Finally, separate companies for typesetting and printing (with subcontractors) were located and agreements were made. SIJO software was modified to allow transmission to the typesetting firm, which then re-programmed its own computerized system to allow for automatic setting, layout and pagination of the results and start lists as produced by the SIJO system. Camera-ready pages could then be produced without the need for manual paste-up, saving precious time. It should be noted that the primary difficulty in the project came from the tight time frame in which the "Olympic Record" had to be produced. Although copies of the results-only section were needed by 0600 hours daily with most of the spectator editions required by 0700 hours, some events did not finish until 0030 of the same day. The requirement to wait so long for the final results and subsequent start lists necessary for inclusion in the "Olympic Record" were the primary reasons that so few companies had any interest in it.

After settling the problems of production logistics, a small staff was developed within the Technology Department to handle the project. A managing editor was chosen in December 1983, an associate project director in April 1984 and an associate editor in charge of the writers joined in May 1984. Writers were hired in April, June and July of 1984 to pre-write sections of the spectator edition and then to write the daily copy for inclusion in both the results-only and spectator editions.

About three-fourths of the spectator edition copy was written before the Games with a large amount of other material which could be used as fillers in either of the two sections. Copy for the results-only section was translated into French by the LAOOC's Language Services Department while the spectator edition wrap-around section was entirely in English.

During the Games, the managing editor was joined by six persons comprising the writing staff, two photo editors and a design coordinator. This group was located at the Main Press Center, adjacent to the Language Services Department office and a few feet away from the Press Operations Department's information services office. Seven people assisted with production, including four assistant editors and three editorial assistants. Two people worked directly with the printers and two others worked out of the Results Control Center to control the transmission of data to the typesetting firm.

Actual production usually began around 1200 hours each day when transmissions began between the



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Results Control Center and the typesetter. These continued during the remainder of the day and sometimes until 0300 hours of the following day. Also beginning at noon, the writers began transmitting stories to the typesetters via modem-equipped IBM Personal Computers at the Main Press Center. As many as 18 stories each day were transmitted in English and French. Stories for the spectator edition section had a deadline of 1500 hours daily, while copy regarding the various sports was required at various times as late as 2330 or 2400 hours because of late games or slow translation.

At the typesetter, layouts were approved daily beginning at noon and the selection of photographs and writing of captions usually began around 1100 hours. The color photograph for the cover was needed by 1500 hours daily in order to make separations in time for printing. By 1500 hours, final editing of the spectator edition stories was being completed and final page designs were being completed for that section. Each assistant editor was responsible for several sports during the Games and checked the results-only section for completeness and designed the remaining pages assigned to each of their sports, filling with photographs and pre-written stories, if necessary.

The typesetting firm combined all necessary stories and photographs in both sections and produced camera-ready film for printing use. Three or four sets of film were produced daily to satisfy the multi-plant printing approach utilized by the printing company selected. All film for the spectator edition pages had to be delivered to the main printing plant by 1800 hours daily, while the film for the results-only pages had to be delivered by 0145 hours.

13 The LAOOC "Olympic Record" contains all Olympic results and is published daily during the Games.

After printing and binding was completed, the finished publications were distributed to the venues via a contracted messenger service.

The first edition of the "Olympic Record" was for the Olympic Family only and contained entry lists for each of the sports and events in alphabetical order by NOC and then by family name. An overall list of competitors and team officials was also published in the same edition. A total of 23,000 were printed and distributed. The editions of the "Olympic Record" during the Games included an average of 16,600 copies of the results-only edition for the Olympic Family and just over 63,000 for sale to spectators. A final edition of the "Olympic Record" was available to Olympic Family only and included complete results of all competitions held during the Games. This edition was delivered just 14 hours after the end of the Closing Ceremonies and was printed in 25,000 copies. Including the entry list and results editions, a total of over 1.2 million copies of the "Olympic Record" were produced.

Although not always well received by the public, the "Olympic Record" sold well in the last week of the Games and was very popular among the Olympic Family. In retrospect, given the rigid deadlines, a remarkable job was done of preparing and publishing it.

31.04.11 Scoreboards

An important part of the Games technology effort went into the provision of appropriate scoreboards for the use of athletes, news media and spectators. Given the tremendous interest in the Games which would lead to high attendance figures and the restrictive public address announcement policies of most of the IFs, adequate scoreboards were essential.

Although several of the stadiums selected by the LAOOC had existing scoreboards, it was clear that additional or new boards would be necessary. As a part of the agreement with Swiss Timing (through the Westinghouse sponsorship agreement), it was required to provide scoreboards where necessary and additional boards where needed to increase the amount of information available. The surveys for scoreboard needs and placement were made at the same time as the surveys for timing equipment. As with timing equipment, Swiss Timing's agreement required it to provide whatever scoreboard displays each International Federation agreed was adequate.

The most complex set up was at athletics, where new scoreboards had been installed by the venue's management in 1983. Swiss Timing provided the rolling event time to the peristyle scoreboard and provided another large public scoreboard mounted over the tunnel entrance at the southwest end for the benefit of spectators unable to see the main scoreboards. Ten lines of 32 illuminated characters were available



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for displaying information such as start lists, order of finish, pictograms and the like. The free-field lamp matrix scoreboards already existing in the Coliseum were used for posting lane and finish information and for videotape replays of events in color. The use of the videoboard is described in the section on video in this chapter.

Additional scoreboards utilized at athletics included four rotating scoreboards placed at each field event to indicate the distance achieved. The results were entered by operators on the field level and included both the metric and imperial measurement as well as the competitor number. The attention and importance assigned to all boards in the Coliseum by the commissioners responsible assured their success as spectator information tools.

Other large scoreboards installed by Swiss Timing included canoeing and rowing (6 lines of 10 characters each), cycling (5 lines, 20 characters), gymnastics, swimming (10 lines, 32 characters) and weightlifting. Small boards were provided for a number of other sports and mostly included just one to three lines of information.

Existing scoreboards were used at baseball, basketball, boxing, football, handball, hockey and tennis. A manual scoreboard was installed at archery.

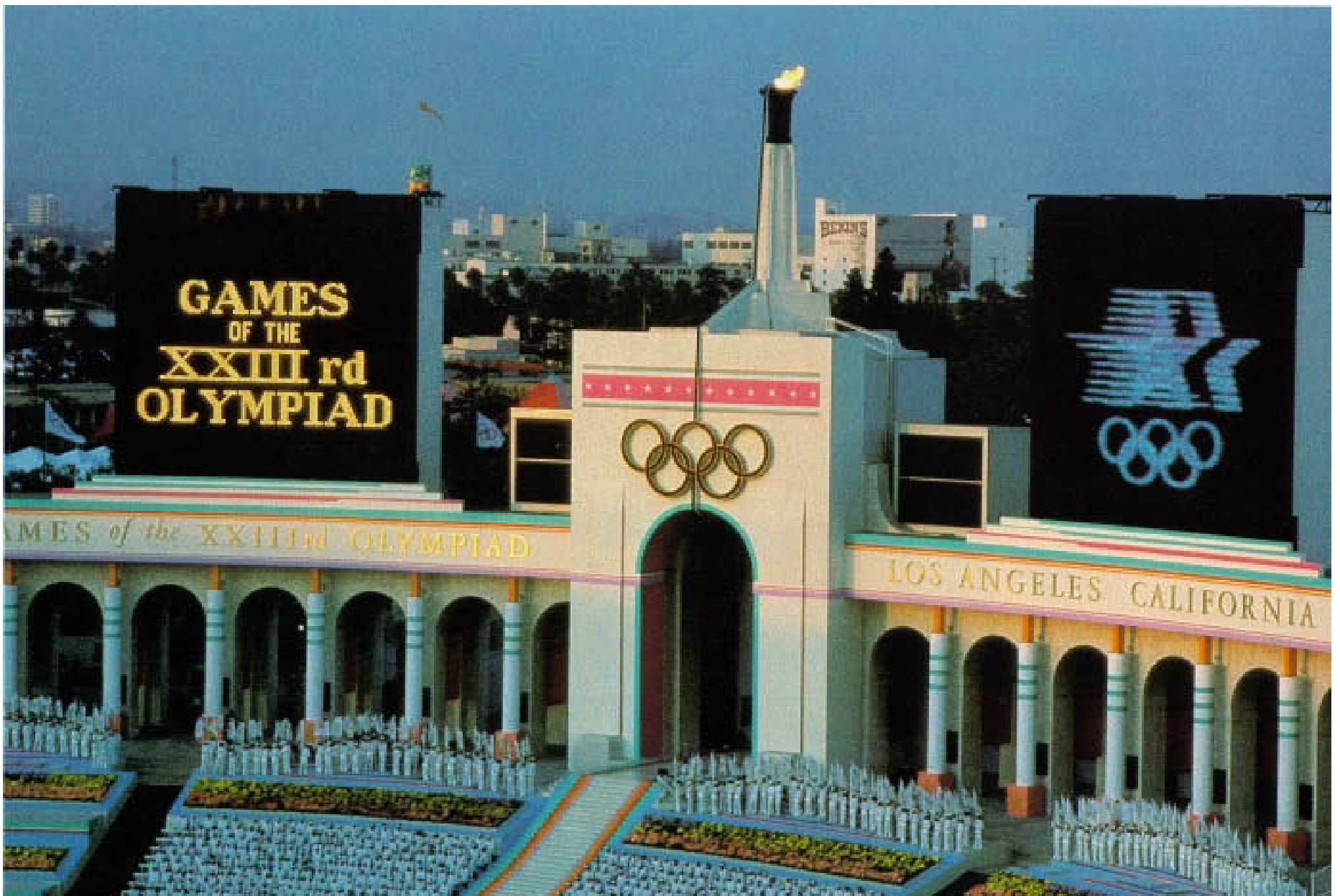
The boards were used without incident and performed very well. Swiss Timing and its sub-contractor for scoreboard support managed to install each board in good time and removal was made in a timely fashion after the end of the Games.

In retrospect, the emphasis on the IF agreement to the information displayed on the scoreboards may have been misplaced. Although timing requirements are crucial to the generation of basic results and therefore a primary concern of the federations, the interest in what information is available for spectators belongs more to the organizers than to the competition officials. The LAOOC's sports commissioners often requested bigger or better scoreboards than were required by the IF concerned; happily, good cooperation between the IFs, Swiss Timing and the Organizing Committee resulted in installations which met both the needs of the IF involved and the spectators for that sport.

31.04.12 Sound reinforcement

A variety of sound reinforcement problems had to be addressed for the successful operation of the Games. Public address systems, press interview systems and athlete warm-up systems were all requested by the departments concerned. The major efforts of the sound operations group focused on the provision of new, permanent systems at two sites and a variety of smaller, temporary systems at other sites.

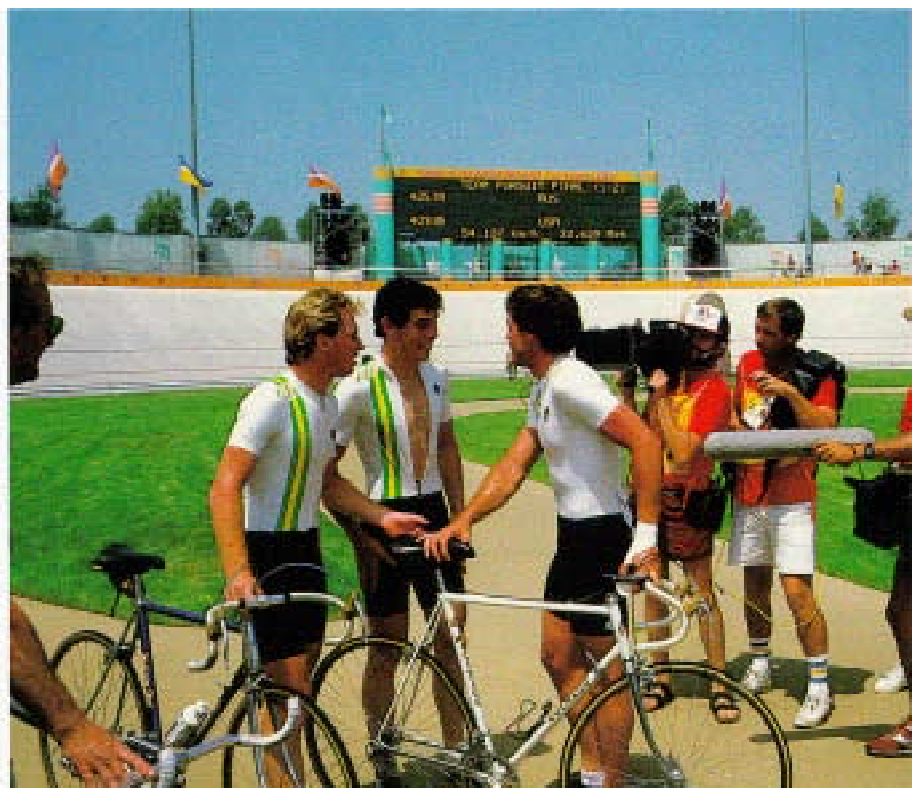
14 A Swiss Timing secondary scoreboard is mounted over the west tunnel of the Los Angeles Memorial Coliseum and provides such information as start lists and results.



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15 A new public address system, consisting of two giant loudspeaker housing units at the peristyle end of the Los Angeles Memorial Coliseum, is installed for the Games.

16 A supplemental time clock is used at The Forum, the venue for the basketball competition.

17 A Swiss Timing scoreboard as installed for the cycling competition.

The permanent systems were installed at the Los Angeles Memorial Coliseum, site of athletics, and at East Los Angeles College, site of hockey. Equipment supplied by Panasonic Industrial Co., official supplier of sound equipment and systems, was used at these sites as well as at the sites requiring temporary sound reinforcement.

At the Coliseum, a new system was installed for Games use and was left for permanent use by the facility. A computerized study helped to determine the proper configuration of equipment and mounting locations within the Coliseum and led to the installation of two giant loudspeaker housings at the east (peristyle) end. Inside, 28 horns and 24 bass loudspeakers were installed, powered by 30 dual 200-watt amplifiers. The system met the LAOOC's needs and fully satisfactory public address services were delivered over the system. The very special requirements of the Opening and Closing Ceremonies were handled by the Ceremonies Department through contracted firms hired specially for those events only.

At East Los Angeles College, another permanent system was installed and left for use afterward. The 22,000-seat facility was augmented by the installation of twin speaker columns at one end of the stadium and controlled from the existing announcer's booth high above the field sideline.

The remaining sound installation challenges were temporary in nature. Public address systems were installed for those stadiums which did not already have systems in place. The most notable of these "stadium systems" was at the equestrian venue at Santa Anita Park, which added temporary grandstands in areas where horses normally roam during the horse racing season, at Lake Casitas for rowing and canoeing and at the USC Swim Stadium. At Lake Casitas, the public address system was primarily for the spectators, but the athletes-stationed 2,000 meters away in their own area-wanted to hear the commentary provided to spectators. This was provided via a special transmitter with receiving stations in the athlete area connected to the athlete sound system, which was also used for paging and warm-up information. At the swim stadium, extensive pre-competition testing had to be performed in order to properly synchronize the music above and below the water for the synchronized swimming events.

At most of the other sites, athlete call-up or paging systems were arranged in addition to press interview room systems. In all, 26 systems were dedicated to press use at a total of 31 sites and included not only microphones, amplifiers, mixers and speakers, but also multiple-output patch boxes which allowed journalists to record the speaker's comments without placing an unsightly glut of microphones on the speaker's desk. Each multiple-output box contained 16 outputs for microphone or line level inputs to the recording devices of the journalists concerned. More than 40 of these units were used in total, with six at the Main Press Center and fewer at each competition site.

Special requirements in the villages included installation of systems for performers in the coffeehouses and discos and additional sound reinforcement in the campus theaters.

The logistics of installation and operation of these various systems was difficult because of the many sites and large amounts of equipment involved. Overall, some 57 mixing consoles, 215 amplifiers, 250 microphones and 930 speakers were used. Additional equipment included various types of cassette decks, equalizers and turntables. About 25,000 feet of microphone cable and 20,000 feet of speaker cable were used to patch the systems together. A technical staff of 22 assisted in the project, including seven who served as crew chiefs and supervisors.

The LAOOC's sound operations group also arranged the recording and electronic "sweetening" of national anthems from all participating nations. After each NOC provided sheet music for its anthem, recordings were made using the United States Army Band and multiple copies were produced after completing the master tapes. Similar attention to quality and consistency between venue sites was given to all other recorded music and sound, most of which was prepared at the direction of the sound operations group.

Overall, the sound reinforcement effort was fully successful. The installation of permanent systems at two major sites left an enduring legacy from the Games in the sound area and the temporary systems performed almost flawlessly under heavy use. The control measures exerted over the taped anthems and other music used at the Games assisted the overall presentation of the awards ceremonies in particular and the venue atmospheres in general. The key to these successes was the choice of a supplier who could supply a wide range of products easily integrated to meet any need and have dependable and efficient installation crews properly organized to deliver the needed systems in the short installation period available.

31.04.13 Telecopiers

Telecopier (facsimile) machines were provided by Xerox Corporation under its sponsorship agreement with the LAOOC that primarily filled the need for photocopiers. The need for telecopiers was expected to be primarily press-related, but the LAOOC also found substantial utility in these units for its own communication requirements in the pre-Games period.

Xerox offered several different types of telecopiers with varying degrees of speed and efficiency. It was important to establish the parameters of operation for these units in order to ensure proper communications with other machines around the world. Care was taken to educate news media about which telecopiers made by other manufacturers were compatible with the Xerox line. Tests were carried out with a few newspapers in early 1984 to establish the compatibility of their specific equipment with that used by the LAOOC. The unit primarily available at the Games sites for journalists met CCITT standards I, II and III for transmission. The Press Operations Department informed accredited news media of the type and compatibility of the units to be used in its brochure "*Facilities for Journalists, Volume 1,*" published in February 1984.

Out of the total of 370 telecopiers, 172 machines were used by the press: 42 in the Main Press Center, 127 at the various sports sites and villages and three for the Olympic Arts Festival press rooms. The LAOOC's major administrative needs required 95 machines at the sports competition sites, plus 24 at the three villages, four at the International Broadcast Center, 15 for administrative use at the Main Press Center and 18 at the Biltmore Hotel for IOC use. Forty-two other telecopiers were distributed over 20 other sites. The greatest concentrations of telecopier equipment came at the Main Press Center (57 total, including 15 for administrative and 42 for press use), boxing (35 total including press requirements), athletics (25), the Biltmore Hotel (20) and gymnastics (14).

A total of 18 telecopiers (all capable of meeting CCITT standards I, II or III) was rented by Xerox to news media agencies upon request.

The basic LAOOC uses for these machines were in the inter-office transmission of documents. Telecopying was used for materiel requisitions from the LAOOC's main warehouse, since it was faster than the inter-office mail delivery system. Communications with the LAOOC's Washington, D.C., Annapolis, Boston and Stanford offices were also carried out primarily by telecopier.

Some machine-performance problems were noted due to the greater than normal exposure to sun and wind during the LA83 events. Xerox made physical changes in the units used for the Games to cope with the non-office environment in which most machines were used.

No major problems were reported with the telecopiers and all of them operated dependably and were serviced regularly to avoid breakdowns.

31.04.14 Telephones

The LAOOC depended heavily on existing and newly installed telephone systems to provide communications at its many sites. Major contributions to the telephone network were made by the American Telephone & Telegraph Company (AT&T), Pacific Bell and General Telephone and Electronics (GTE). The latter two companies provide local telephone service in the Los Angeles area and both AT&T and Pacific Bell were LAOOC sponsors.

In order to have the capacity to carry the expected avalanche of telephone calls and related service requests, the local telephone companies accelerated their already-existing installation programs for fiber-optic cabling in the Los Angeles area. Since fiber optic cables have many times the capacity of the copper cables which had been in use, the local companies were able to handle the additional Olympic telephone traffic with a minimum of new line construction which would be utilized for the Games and nothing afterward. Pacific Bell, with the greatest service territory in Southern California, installed over 300 miles of fiber optic cable prior to the Games. The heaviest user of the fiber optics program was the host broadcaster, which utilized fiber optic lines for almost all of its 82 video circuits between the sites and the International Broadcast Center. In addition, both companies developed mobile telecommunications trailers which could deliver audio, video and telephone data and voice transmission services of almost all types at each site and which could be installed in a short time. Conduit construction for the major sections of the fiber optics system began in mid-1983 and was completed near the end of the year.

Technology

Actual fiber installation began in January 1984 and was completed in sections and tested through June. Installation on the sites began after the first sections were completed in April and May and continued until just prior to the opening of the Games.

AT&T, as part of its sponsorship agreement, loaned 400-, 600- and 2,000-line switching networks for use at the LAOOC's major sites, including competition and support locations. All competition venues were equipped with these systems except at baseball and equestrian, where existing equipment was adequate for Olympic requirements. Competition venues located on the same site shared a single switching network, as, for example, at the Long Beach Convention and Exhibition Center, where fencing and volleyball were held. The switching systems for the UCLA Village were shared with the gymnastics and tennis venues and the USC Village system also hosted swimming requirements. In addition to the competition sites and villages, special switching networks were also installed at the LAOOC's administrative headquarters building, at the International Broadcast Center and at the Main Press Center. Smaller central office (centrex) switching units were installed at the Biltmore Hotel, Materiel Distribution Center and at the Olympic Arrival Center. A few ordinary business lines were ordered at each site as a precaution against power outages or failures of the switching systems at the sites. All other sites used only ordinary business telephone line service to meet their telecommunications requirements. Placement of actual telephones was developed by the technology group in coordination with the site management staff and the central departments which had a presence at each venue or village. This was an extremely time consuming and repetitive task since most of the eventual users had not been hired when placement planning had to commence.

Care was taken to protect against abuse of the telephone systems installed by LAOOC staff or other individuals. Each telephone line was reviewed to determine what level of access would be assigned to it. Five different levels of access were specified. Many telephones could only call other telephones located within that venue; others were limited to calling Olympic venues, villages and support sites, and some could call anywhere within the Southern California area. Only a few telephones were installed that could call anywhere within the United States and even fewer had unrestricted access to international lines.



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In addition to meeting the LAOOC's telephone requirements, the local telephone companies (sometimes in conjunction with AT&T and other carriers) provided a wide range of telecommunications services to a variety of customers. The most demanding requirements were for the high number of broadcast-quality lines used by the host broadcaster and other radio and television broadcasters who transmitted pictures and sound of the Games from Los Angeles. A total of 1,337 broadcast audio lines were ordered in addition to the 83 video service lines.

Other special services included installation of 3,794 business circuits and 565 trunked business systems at Olympic sites. A total of 310 data transmission lines were ordered along with 357 private lines (operating between two points only, outside of the ordinary telephone interconnection system). Approximately 65 special data circuits for points outside



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18 Pacific Bell technicians installing some of the 300 miles of cable in Southern California prior to the Games.

19 Telephone operators answering a few of the five million calls handled during the Games.

California were ordered; many were direct lines between Los Angeles and European cities for use by news media transmitting photographs. Cellular mobile telephones, introduced in the Los Angeles area just prior to the time of the Games, were provided to the LAOOC by sponsor Motorola and were installed in automobiles of senior executives (100) or were handheld (20). Another 225 cellular telephones were installed by Pacific Bell for other Games customers. It was not surprising that thousands of requests were made for ordinary business line telephone service in the last 90 days before the Games and required tremendous effort by the local telephone utilities to meet this demand at hotels, hospitality centers, offices, security and transportation depots, supplier and vendor locations and warehouses.

News media ordered a large number of private telephones for its own use. News media ordered 982 ordinary lines for use at the Games, 471 of which were for the Main Press Center. Journalists, like all other Olympic users (including the LAOOC) who ordered ordinary business lines, were required to pay between \$663 and \$957 per line at each site they wished to install a telephone, depending on when their order was placed. The lowest rates were available for orders placed before 30 September 1983 and the highest for orders received after 1 July 1984. Rates rose on a graduated scale every three months.

Public services, such as coin-operated telephones and charge-a-call telephones, were also provided by all three telephone companies. AT&T, Pacific Bell and GTE all installed calling centers in the Exposition Park area as well as at the three villages. Pacific Bell provided 247 coin-operated telephones at various locations and 853 charge-a-call telephones for use by news media at sub-centers and in the Main Press Center. GTE also provided over 100 charge-a-call telephones. One charge-a-call telephone and one telephone from the LAOOC's village switching network were provided to each National Olympic Committee in its office. NOCs had the option of ordering additional telephones at their expense. The rates for such telephones were the same as for the press. The LAOOC-provided telephone was restricted to calls to other Olympic sites, including all other venues, villages and support sites including the Biltmore Hotel.

Telephone credit cards were much in demand by news media and by some NOCs and over 1,100 were issued.

The LAOOC published numerous in-house telephone directories for

employee use, which gradually included numbers at the sites, as the Games approached. A full site directory, including telephone numbers for major LAOOC departments, all NOC offices and intra-site numbers for the venues and villages was available in mid-July, just after the opening of the villages. Venue listings included a general number and specific numbers for the commissioner's office, International Federation office, massage center, press sub-center, protocol office, security office and venue management office. Numerous department numbers were provided for the villages. A short trilingual (English, French and Spanish) section explaining the use characteristics of the Olympic telephone system was included. Over 15,000 copies of the directory were printed and distributed to the site managers.

Well over five million telephone calls were handled during the Games period by 1,500 operators spread across the sites. The largest volume came at the LAOOC's administrative headquarters, where ten operator consoles were operated around the clock, from 1 June-17 August 1984, handling an estimated 58,000 calls daily. Total volume at the LAOOC was over 1.15 million during the actual Games period of 28 July-15 August. Calls to the USC Village/swimming venue were nearly 900,000 during the Games period with traffic at the UCLA Village/gymnastics/tennis venues totaling more than 750,000. Among non-village sites, the athletics/boxing venue group was highest at 361,626 with the Main Press Center next at 246,716. Daily telephone call traffic averaged about 300,000 calls per day from 28 July through 3 August, then dropped to between 200,000-225,000 calls per day through 12 August. The systems installed at all sites worked very well once fully operational. Only a few breakdowns were reported.

The overall telephone installation total was approximately 7,500 and the total number of calls exceeded 5,000,000.

31.04.15 Telex

The need for telex services was felt initially by the Organizing Committee for its own needs, but was mostly the concern of the press during the Games. The LAOOC worked with Western Union International, which was the official supplier of telex services for the Games.

In the early stages, the LAOOC utilized a single telex machine for administrative purposes, but expanded to four machines in the year prior to the Games. Incoming telex traffic averaged 50 per day from December 1983 to March 1984 and increased to 100 per day from March to May and 300-400 daily from the beginning of June until the beginning of the Games. A staff of five persons was required to handle the distribution of incoming telex traffic until a special task force was organized to route EMS messages to concerned staff members via the LAOOC's in-house EMS terminals. Outgoing telexes averaged 40 per day from November 1983 to March 1984, then increased to approximately 200 per day from March through July.

Needs for the Games period were mostly for the news media. Journalists from outside North America depended on telex heavily, especially at the Main Press Center for transmission of their stories. The technology group worked closely with the Press Operations Department, which specified the amounts of equipment necessary for press use at the various sub-centers and at the Main Press Center.

Installation of the 210 terminals and 285 lines went smoothly with all but 11 lines/machines dedicated to press use. Non-press telex terminals included four for the IOC Secretariat at the Biltmore Hotel and two each at the NOC Service Centers of the three villages. One on-line and one off-line terminal were installed for the FIFA Secretariat at a hotel in Pasadena. The largest concentration of machines was planned for the Main Press Center, where 60 outgoing lines were scheduled to be installed.

During the Games, the terminals worked well, but operators were sometimes undertrained or unavailable. Moreover, journalists quickly overwhelmed the MPC telex station as soon as the Games began, choosing to file their stories there, rather than at the various venue sites as had been expected. The total number of lines was increased to 90 (included in the total of 285) and delays in transmissions were corrected after a few days. In addition to the on-line terminals, 59 off-line terminals were available for journalists to perforate their own paper tapes for transmission at the telex station. Of the off-line terminals, 25 were located at the Main Press Center. Of the total of 13,983 messages transmitted during the Games, 9,900 originated at the Main Press Center. The station with the next highest message transmission volume during the Games was the Coliseum/Sports Arena press sub-center, where 381 messages were sent.

The total number of messages sent was well above expected. While telex service in Montreal eight years earlier had transmitted 8,209 messages with roughly the same number of journalists and other Olympic Family officials, the 13,983 messages sent from Los Angeles represented a 70 percent

increase. Of the Los Angeles message total, well over 95 percent was generated by journalists. The number sent from the three villages combined was little more than 200 and the IOC sent approximately 120. Total transmission minutes totaled 145,725, equivalent to more than 101 solid days of telex transmissions. The pattern of outbound telex traffic was as follows:

Date	Messages sent
19 July	59
20 July	68
21 July	55
22 July	112
23 July	150
24 July	219
25 July	319
26 July	505
27 July	624
28 July	439
29 July	469
30 July	790
31 July	742
1 August	925
2 August	1,016
3 August	777
4 August	556
5 August	536
6 August	792
7 August	851
8 August	696
9 August	837
10 August	896
11 August	563
12 August	549
13 August	409
14 August	29
Total	13,983

It had been hoped that many journalists would utilize the telex transmission capabilities of the EMS. The "write telex" feature was easily added to an individual's option menu by submitting an International Telecommunications Union (ITU) credit card number in advance of the Games. Few journalists took advantage of this, however, and only 418 telex messages were sent from Los Angeles via the EMS.

Inbound telexes during the Games period totaled 3,101 via EMS and 923 otherwise. A special "Herogram" service was set up for National Olympic Committees which wanted to direct congratulatory (or other) messages from within their country to their office facility in the village. NOCs electing to do so rented a separate telex terminal for their village office and then publicized the telex address number of that machine within their country.

Interested fans and supporters could then send messages directly to that NOC's office in Los Angeles. Although only a handful of teams utilized this service, some 15,759 messages were sent with almost 85 percent originating outside the USA.

WUI also provided private telex lines to requesting press agencies in their offices in the Main Press Center and to National Olympic Committees in the villages. A total of 15 such lines/machines were rented. In addition, 23 private communication line services were ordered by press agencies at the Main Press Center.

31.04.16 Timing and measurement

The requirements for timing and measurement services for all of the sports were handled by Swiss Timing. After soliciting bids from a number of potential timing sponsors, Swiss Timing was chosen and included in a sponsorship agreement with the LAOOC in conjunction with Westinghouse. An important factor in the choice of Swiss Timing was its long experience in timing and measurement at past Olympic Games. Under its agreement with the LAOOC, Swiss Timing was responsible for timing services, measurement services (including wind speed gauges), scoring services for sports such as gymnastics and diving, scoreboards (where necessary), and associated support equipment. This additional equipment consisted mostly of small computers to calculate scores, display devices, power panels and the like. A Los Angeles firm was subcontracted to provide support structures for the scoreboards. Services were provided for all sports except baseball and tennis, which did not require any timing services to support the competitions.

Numerous visits were made to Los Angeles by the Swiss Timing group to define and determine the specific needs for each sport. The last major survey of the venue occurred in May 1983 and the detailed planning was begun in September of the same year. Final deployment plans for equipment and personnel were completed in March 1984.

The specific services provided by Swiss Timing included:

Archery: Timing of the shooting periods including display of time remaining in minutes and seconds. Information provided also included the identification of the competitors in rotation order and a lamp to indicate which group was shooting. No data was transmitted to television.

Athletics: For track events, a starting and finishing system was provided. The starting system included a specially designed starter's pistol which simultaneously activated the primary and back-up timing systems

upon firing. In addition, the starter was equipped with a microphone for the starting commands, which were amplified and distributed via speakers fixed to the starting blocks. An automatic false start control detected runners who left the blocks prior to the firing of the starter's pistol in all races of 400 meters and shorter and the 4 x 400-meter relay. Intermediate times were provided for the leading runner at various points through photo-electric cells placed around the track; times were usually provided at the starting and finishing lines for multi-lap races as the runners passed by. Finishing systems included three separate photo-finish cameras which produced pictures within 20 seconds following the completion of a race. Times to 1/100th of a second appeared on the film as well as a rapid reading and printing device which allowed not only quick examination of the photograph, but also a print within six seconds. Back-up timing systems consisted of two videotape machines to record competition in slow motion at 100 frames per second and included an electronic time on the tape via a character generator. The rolling time was used by scoreboards and television and an unofficial finishing time was posted via photo-electric cells at the finish line. Static displays fed to television included the world and Olympic records.

Field event measurement was assisted by wind speed gauges supplied by Swiss Timing. Two special units for the measurement of performances in the jumping and throwing events were available as well as clocks for counting down the amount of time remaining for trials in the field events.

Two digital clocks displaying the rolling time were also provided for the lead vehicle for the marathon and for the walking events.

Basketball: The existing Forum scoreboard was used for the game countdown timer. A second timer for back-up was provided with an independent power supply. A countdown clock for the 30-second shooting period was provided at each end of the court. The scores and time were transmitted to television.

Boxing: The display of the rounds and time remaining in each was posted on the existing scoreboard. Equipment was added to sound a loud tone to signal the preparation period before each round, the beginning and end of each round and the count after a knockdown.

Canoeing and Rowing: A complex timing system was installed which provided assistance at the start and finish, plus intermediate times for all boats. A closed-circuit video system was used to check for false starts. Starting devices were provided as appropriate for the two sports. A wind gauge was positioned at the start and at the 1,000- and 2,000-meter marks. Intermediate times were taken at the 500-meter, 1,000-meter and 1,500-meter marks for rowing and at the 250-meter, 500-meter and 750-meter marks for canoeing. Two photo-finish cameras were provided at the finish line along with a manually operated finish horn. Clocks showing the time of day were positioned in various places around the athlete's area and along the course. The rolling time, intermediate times and finish order were provided for the scoreboard and for television.

Cycling: At the Velodrome, a starting pistol was provided along with electric contact strips on the track. A photo-finish camera was used for the sprint while a videotape system recording at least 100 frames per second was available for the pursuit and kilometer races. Intermediate and final times were provided for scoreboards and television. For the road races and team time trial, starting and photo-finish timing equipment was provided. Intermediate and final times and the lap numbers were fed to television.

Equestrian: Timing was provided to 1/100th of a second for the jumping and Grand Prix des Nations. Displays also showed the assignment of penalty points. The time taken to complete the course and penalty points were both transmitted to scoreboards and television. For dressage, timers were provided along with clocks showing the time of day next to the ring and in the paddock area. For the three-day event, a synchronized starting clock using photo-electric cells was provided.

Fencing: Timing of the bouts was accomplished via electronic timers with illuminated digital displays. An acoustic signal was sounded when each bout ended. Fencing-specific scoring equipment was provided by Uhlmann Fecht-Sport of the Federal Republic of Germany. No data was transmitted to television.

Football: The count-up of playing time was displayed on the existing Rose Bowl scoreboard. Back-up watches for referees were also provided. Similar provisions were made for the other stadiums. The time was transmitted to television.

Gymnastics: Scoring equipment was operated by the IF judges and not by Swiss Timing. The equipment allowed transmission of a contestant's number, display of the marks submitted and calculation of the score according to the rules. Mat clocks were provided for the balance beam and floor exercise stations and showed penalty points for exceeding the time limit or moving off the apparatus. Data available for television was the same as displayed on the mat clocks.

Handball: Rolling time during play was provided during the matches on the Titan Gymnasium scoreboard. A back-up timing system was also provided and both units were operated by IHF officials. The rolling time and penalties were provided to television.

Hockey: The time was displayed on the scoreboard. Back-up systems, including watches for the referees, were provided. Timing information was provided to television.

Judo: The timing system measured the time of the bouts and the out-of-action periods and provided an audible tone at the end of the contest. A back-up timer was also provided. A control desk was provided for keeping track of advantages and penalties. No data was transmitted to television.

Modern Pentathlon: Basic equipment was provided for each discipline. A starting pistol and touch pads allowed for automatic timing to 1/100th of a second in swimming and provided the order of finish. Electronic digital timers were provided for fencing, and manual stopwatches were provided for the shooting competition. Photo-electric cells provided timing to 1/100th second for equestrian. The running portion of the pentathlon was timed by a photo-finish camera and 1/100th second printer. No information was available for transmission to television.

Shooting: Digital clocks indicated the count-down time in hours and minutes and back-up watches were provided for the judges. Clocks indicating the time of day were also provided. No data was provided to television.

Swimming: The basic timing system included a pistol for the start of the races and a touch pad system at both ends of the pool for registering intermediate and final times. A videotape system was also used as a back-up for the touch-pad finish system. The starting blocks included an electric contact to check for false starts in relay races. A speaker was used for each starting block to transmit the starting signal. The timing system provided order by lane with intermediate and final times and order by finish to 1/1000th of a second. The video back-up system recorded at 100 frames per second and allowed timing measurement to 1/100th of a second. The rolling time, leading split and world and Olympic records were provided to television.

For diving and synchronized swimming, scoring pads were provided to each judge and the central unit for the chief judge allowed handling of points and averages, degree of difficulty and dive number.

The average was calculated and then displayed on the scoreboard and fed to television. For water polo, devices for keeping the time of play and between-period breaks were provided for operation by FINA officials. The 35-second shot clocks were connected to the main event timer for control by a single game timer. The period, time and scores were transmitted to television.

Volleyball: Timing was not required, but information was displayed on two scoreboards and the information displayed was also transmitted for television use.

Weightlifting: The remaining time for each lift was displayed on consoles for the judges, along with other information including the decision of the officials regarding the validity of a lift. No data was provided to television.

Wrestling: Each of the three mats had a console for controlling the time in each period and identification of the period and a second console for the awarding of points. An electronic back-up console was provided along with manual stopwatches for back-up timing.

Yachting: Electronic timers with printing capabilities were used for timing, backed-up by manual stopwatches. No data was transmitted to television.

In general, timing in sports featuring individual performers such as athletics and swimming was controlled by Swiss Timing personnel. In team sports and sports using multi-judge scoring systems, equipment was usually operated by officials of the International Federation concerned. The LAOOC arranged for the receipt of the equipment and distribution to the venues prior to the arrival of the Swiss Timing installation teams. The installation period went smoothly as the teams fanned out to various sites, finishing one venue completely before moving on to the next. Complex venues including athletics and swimming required nearly full-time attention during the pre-Games period to complete the installation process.

Considerable concern arose late in the pre-Games period because the group providing this crucial service was not present in Los Angeles or even in the United States. However, with Swiss Timing's tremendous familiarity with Olympic installation and operation pressures from past Games, the equipment was effectively installed and performed without incident. The background, experience and knowledge of the Swiss Timing teams proved valuable in many situations and the take-down phase was equally as fast and thorough as the installation.

31.04.17 Video

Numerous television and other video systems were installed at the Games, requiring more than 3,000 television sets and a myriad of cabling and transmission systems. Some form of video service was installed at nearly all venues and villages, plus major systems at the Biltmore Hotel and the Main Press Center.

At the venues, a closed-circuit system was installed using coaxial cable, providing the international feed of the sport taking place at the site plus the programming of the local television station affiliated with the host broadcaster. Unless another sport was being shown by the host broadcaster as part of its domestic television programming (on the local affiliate), broadcasts of events taking place at other sites were not available. The location and quantity of television sets at each site were requested by the commissioner and his staff. The Technology Department determined the number of sponsor-donated sets to be provided. Cabling was begun approximately two weeks prior to the Games and few difficulties were experienced.

At the villages, special master antenna systems were installed to improve the reception of the local host broadcaster-affiliate and allow village residents to view the domestic programming offered by ABC. Due to the heavy costs involved, it was decided not to provide the all-venue feed produced by the host broadcaster; provision of the world feed would have required cabling from the International Broadcast Center to each village. Instead, antennas were placed on the roofs of various buildings and coaxial cable was run to various locations. In retrospect, it would have been better to provide the villages with the all-venue host broadcaster feed, despite the expense. Village residents were only able to view the U.S. domestic program, which featured the exploits of American athletes, rather than the international feed, which concentrated on no individual competitor or team, but provided basic coverage of events for use by all broadcasters around the world. The ability to view the world feed would have increased the enjoyment of the Games on television by all village residents.

Special requirements at the Biltmore Hotel included "monitor walls" in the suites of the IOC President and LAOOC President. These 20-monitor panels allowed simultaneous viewing of all venues at which a competition was taking place plus the local Los Angeles television station programming. Throughout the hotel, closed circuit channels were used for viewing the world feed of various sports, thanks to a connection between the Main Press Center and the Biltmore.

A coaxial cabling system from the International Broadcast Center carried all venue feeds produced by the host broadcaster to the Main Press Center (MPC). A special distribution system was installed and allowed the installation of a video recording center which produced tapes of all events for use by the press video viewing center within the MPC and for each of the three villages. The video recording center utilized over 40 videocassette recorders and almost 2,000 tapes while the video viewing center was equipped with 40 playback decks and 13-inch television monitors. Over 800 journalists used the video viewing center during the Games. A television lounge with seating for 180 featured 32 large-screen television sets on the main floor.

News agencies with private offices also had opportunities to rent television sets and receive the closed-circuit feed of all host broadcaster venue signals and the accompanying reception of local stations. Wiring for 250 such sets was provided and 184 were rented at \$105 each. The rental process was handled by the Press Operations Department, which then coordinated the delivery of the cable drops and monitors to the various agencies. A daily listing of the events and the channels on which they were to be shown was programmed on Channel 14.

Special video programs included the installation of projection television systems, low-power broadcast installations and the video-ready scoreboard at the Los Angeles Memorial Coliseum. The projection systems produced pictures on very large screens that were several feet in size, but required dimmed light or complete darkness to work effectively. The most notable installation was at weightlifting, where projection systems showed the lifters in the warm-up area. Other locations included the village discotheques, lounges and the Olympic Arrival Center. Twenty of the projection systems were used in all.

Low-power television proved to be the answer to a difficult problem in the Coliseum. Although provided at many prior Games, the expense of installing closed-circuit television monitors in the press seats for athletics led to a decision not to do so at all. A late solution was found which allowed reception of

the three athletics feeds (one track and two field) produced by the host broadcaster and the signal of the local affiliate of the host broadcaster. This was accomplished by using a low-power transmitter to provide these signals within the bowl of the Coliseum only. Standard television receivers were then placed in the press seats and could be tuned to any of the channels featuring the three venue feeds or the local station programming. Some 235 sets were provided for journalists at athletics. A similar situation was faced at swimming just one week before the Games, but 100 sets were available for press use and a transmitter was easily arranged. Low-power television was also used for spectators at the Velodrome for cycling and for canoeing and rowing competitions at Lake Casita. All of these systems were well received and were especially effective in view of their low cost as opposed to cable-based systems.

At the Coliseum, a new video-ready scoreboard was erected in June 1983. Because of the central place of the athletics competition at the Games and the tremendous number of spectators expected to attend all sessions of the sport, a special effort was made to effectively use the videoboard for entertainment and information. Prior to each session of athletics, a short highlights film was shown which included still images or film of past Olympic competitors or competitions relevant to the day's events, plus highlights of the competitions held in previous sessions, with graphics in both English and French. During the competition, pictures were taken from six host broadcaster feeds (one track, two field, one finish line-only shot, a slow-motion replay feed and the overall world feed with graphics) and augmented by three videoboard cameras. This combination worked very well and provided not only a wide variety of images to choose from, but also allowed special emphasis apart from television because of the three videoboard cameras. Especially popular to watch, during the longer races, were the replays of the end of races, field event performances and close-up shots of medal winners during the awards ceremonies. A cohesive crew was developed using an LAOOC producer with the existing Coliseum videoboard technical crew.

Overall, the video program for the Games was fully successful. People came to expect television sets and often took for granted that they would be provided. Fortunately, with 3,037 sets at the various sites, few people were disappointed. The most notable improvement for the future would be the provision of the basic feed for all venues at the villages. The ability to use low-power television transmitters instead of installing coaxial cable at venue sites was a worthwhile development and could be of continuing use in future events.



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20 The image of FRG high jumper Brigitte Holzäpfel is immediately broadcast over the video-ready scoreboard at the Los Angeles Memorial Coliseum.

21 Swiss Timing scoreboards display intermediate times of runners at various points around the track.



21

Telephone station and call statistics for selected sites

The following profiles the number of telephones installed at each site where an AT&T-provided switching network was installed, including all venues and villages except at baseball and equestrian where the existing equipment was adequate. Call statistics below are as measured from 28 July–15 August 1984.

The figures below do not include statistics from centrex systems installed at the Biltmore Hotel, Materiel Distribution Center or Olympic Arrival Center.

31.04.18 Word processing

The major tool for the LAOOC's word processing needs was the Displaywriter system supplied by IBM as a part of their sponsorship agreement. These stand-alone units have extensive text-entry, editing and printing capabilities and were more appropriate for constant revisions of long documents produced by the various departments than ordinary office typewriters. Although 100 Displaywriters were initially expected to be used by the LAOOC, the Games-period number grew to 190 in the face

of overwhelming demand from the LAOOC staff. The relatively easy operation of the unit combined with its ability to instantly revise and print letter-quality documents made it a staff favorite.

The basic configuration of each unit included 320k memory and 25-line on-screen display with a 60-character per second letter quality printer and automatic sheet feed paper handler. Software used included a basic word-processing program, a data base manager and report generator, an 11-language electronic dictionary and spelling checker and a graphics generation package.

Extensive amounts of time were spent in training LAOOC staff as operators on the machines, beginning in January 1983. Total enrollment in the program over the 18-month period prior to the Games included 360 persons and covered over 8,000 hours of training.

31.05 Summary

By any measure, the Technology Department was successful in assisting the many operating departments of the LAOOC with automated means of communications and information. The functions of results, results publications, scoreboards, sound reinforcement and timing—so visible before the public—were well handled. Not only did technological equipment allow the Games to proceed smoothly, but also added to the enjoyment of the millions of Olympic spectators who attended the events.

The assistance provided to the internal operations of the Organizing Committee was monumental. The impact of the combined electronic messaging and paging system was truly amazing. Never before had so many non-computer literate individuals been able to harness so much communications and information power with so little or no training. The ability to initiate communications dependably, quickly and easily allowed LAOOC management to function independently at the sites and remain in touch with the central departments which provided services for all sites.

In the future, other organizers should note the following elements:

- The Technology Department managed to bring together a group of sponsors who not only provided products for use during the Games, but worked closely to initiate new projects and coordinate their independent systems. Although most of the sponsors were competitors, their dedication to making the Games successful was a major step toward ensuring the

problem-free operation of the technical systems. Otherwise, for example, the paging and telex interfaces with the EMS would never have happened. Even the basic input of the user names and the associated list of permitted functions from the LAOOC's computerized accreditation system to the EMS required tremendous cooperation and coordination between IBM and AT&T. The interest in creating interlocking systems led to a new level in communications efficiency and use.

- With the tremendous increase in technology in today's world, potential Games systems must be evaluated carefully. Once selected, the most important task is to educate users—whether Organizing Committee staff members or Games-period guests—regarding the availability and operation of these systems. Although many systems were used in Los Angeles, most of the attention was focused on the EMS: its easy operation and obvious availability invited trial use. It would be worthwhile for organizers to consider circulating primers on the availability and use of all systems installed for the Games and to have "demonstrator" models available during pre-Olympic competitions. Demonstration systems should also be installed in the Organizing Committee offices to allow visitors the opportunity to learn about the various systems before they return to the host city for the Games.

- Despite the best planning, technical equipment is worthless if not properly installed in a timely manner. Care must be taken so that Construction and Technology Department management—both central and at the sites—combine schedules for installation of technology-dependent elements such as electrical power and trailers so that systems are available at the time they are needed by venue staff.
- The operation of the technology systems during the Games was well handled by the venue technology managers. The intensive training program allowed each to become proficient with all systems in use and helped tremendously in the early days of venue operations, since users operating various systems for the first time depended on the expertise of the venue technology managers. Equally important for the VTMs and the full-time LAOOC Technology Department staff was the ability to experiment with and learn the idiosyncrasies of most of the systems at the many LA83 events. These events helped to familiarize everyone with the systems to be used in an environment which was close to Games conditions. The opportunity for "live" testing of technical systems is an absolute necessity for any venture on a scale as large as the Olympic Games.

Site	Number of stations	Number of calls received
Archery	100	34,598
Athletics/Boxing	527	361,626
Basketball	137	94,184
Canoeing/Rowing	117	77,611
Cycling	113	37,683
Fencing/Volleyball/Yachting	339	156,762
Football	98	72,031
Handball	109	39,244
Hockey	131	84,515
Judo	96	25,982
Modern Pentathlon	118	25,982
Shooting	130	39,372
Water Polo	126	75,398
Weightlifting	134	51,026
Wrestling	143	57,714
UCLA Village/Gymnastics/Tennis	1,028	768,553
USC Village/Swimming	661	895,986
UCSB Village	230	130,777
International Broadcast Center	614	55,955
Main Press Center	268	246,716
LAOOC Administrative Headquarters	1,546	1,153,640
Totals	6,765	4,485,355

The overall telephone installation total was approximately 7,500 and the total number of calls exceeded 5,000,000.

Distribution of telex equipment

Site	On-line terminals	Telex lines	Off-line terminals
Archery	1	1	0
Athletics/Boxing	30	45	5
Baseball	6	6	6
Basketball	6	12	4
Canoeing/Rowing	9	9	3
Cycling	9	9	1
Equestrian/Santa Anita	6	9	3
Equestrian/Fairbanks Ranch	3	3	1
Fencing/Volleyball	6	12	3
Football/Rose Bowl	9	9	0
Football/Annapolis	1	1	0
Football/Harvard	1	1	0
Football/Stanford	1	1	0
Gymnastics/Tennis	15	15	3
Handball	3	3	0
Hockey	5	5	1
Judo	3	3	0
Modern Pentathlon	3	3	0
Shooting	3	3	0
Swimming/Diving	15	15	5
Water Polo	3	3	0
Weightlifting	6	6	2
Wrestling	6	6	2
UCLA Village	2	2	0
USC Village	2	2	0
UCSB Village	3	3	0
Biltmore Hotel	7	7	0
Huntington-Sheraton Hotel	1	1	1
Main Press Center	45	90	25
Totals:	210	285	59

Note that all terminals and lines were for press use except for four terminals and lines at the Biltmore Hotel (IOC use), two terminals and lines at each village (NOC Service Center) and the installations at the Huntington-Sheraton Hotel (FIFA use).

Technology

- The use of an electronic messaging system provided a new plateau in communications ease and efficiency. AT&T's EMS handled the diverse needs for messages, Olympic information, schedules and added the possibilities for paging and telex services for those who had such needs. Not only was the communications function integrated because of the EMS, but the requirement for many additional interpreters and translators was eliminated. The system was worthwhile because of its "one-stop" communications and information abilities, and was staggeringly successful because of its easy operation. All such systems must be similarly easy to understand and use if they are to be successful.
- The desire for closed-circuit television coverage of the Games at the sites was remarkable. It seemed as if every department at every site felt some need for a television set to view competitions taking place at that site as well as those taking place at other sites. It should be noted that the interest in such viewing was highest among staff and proved to be a positive motivational tool. Those organizing similar events should consider the motivational benefits, as well as protocol or status requirements when placing television sets.

- The need for closed-circuit feeds to the villages from all venues was underscored in 1984. Although tapes of all competitions were available, athletes and team officials were unable to view live competitions at sites where their countrymen were competing and may have thus missed some feeling of team unity in the giant multi-sport program of the Games. Despite the potentially large costs, future organizers are recommended to provide this service at the villages, if not elsewhere.

The technology services provided at the Games of the XXIIIrd Olympiad proved that innovation and the willingness to apply untried solutions can result in systems that solve problems which have plagued Games organizers for decades. As the pace of technical discovery quickens in the future, the possibilities for further improvements are limited only by the collective mind of the organizer and by the nature of the event in which the new system must function. Those that combine widely available, easy-to-use equipment with an important function demanding automation for successful operation will improve the quality of the Games.

32

32.01 Concept and goals

If the Games of the XXIIIrd Olympiad were to be successful, television would have to play a large role. To fund a privately-run Games without the support of government money or an Olympic lottery (then illegal in the state of California), the LAOOC would have to secure the funds from the sale of exclusive television rights in the United States and other countries. The popular success of the Games would largely depend upon the reaction of television viewers around the world who watched the Games. With a potential television audience in the billions, as opposed to the 7.7 million tickets available, it was important to assure the widest possible viewership and to make preparations which would make a favorable impression of the Games on television viewers in countries around the world.

Planning for television rights sales began even before Los Angeles had secured the right to host the Games in 1978. The actual sales process began immediately after the appointment of the senior management in late March 1979. Rights sales continued through 1984, concluding only days prior to the Opening Ceremonies on 28 July. Although the LAOOC wished to raise as much money as possible from the sales of world-wide rights, it also recognized the inability of some small nations to pay large sums for these rights. Moreover, among such countries it was as important that the Games be shown there to develop interest in them and in the Olympic Movement as it was to derive the greatest possible income. However, the LAOOC fully expected each large nation to pay a fair price for the rights to televise the Games.

Revenues from television broadcasters were often split between rights fees and additional payments for other assistance and services rendered by the LAOOC. Per an agreement with the International Olympic Committee, one-third of all fees paid for the television rights were remitted to the IOC with two-thirds retained by the LAOOC. The IOC has typically split its share in thirds again, keeping one-third (one-ninth of the overall rights sale fee) for its administrative costs and distributing two-thirds of its share to the International Federations and NOCs (the latter share distributed through the Olympic Solidarity program). All monies paid by broadcast entities for assistance, services and items other than rights were retained by the LAOOC. Technical broadcast facilities and equipment such as cameras, commentator positions, production equipment, studios and the like, had to be arranged and paid for independent of the rights and services fees paid to

the LAOOC. The Organizing Committee's agreement with ABC as host coordinating broadcaster required ABC to coordinate all such technical requirements on behalf of the other broadcasters licensed by the LAOOC.

The LAOOC developed and expanded its Television Operations Department beginning in 1983. In coordination with the Press Operations Department, the program for servicing those who had bought broadcast rights during their work in Los Angeles was developed and executed. Although the basic concept was to have broadcasters deal directly with the U.S. rights-holder/host broadcaster for all of their production and technical requirements, certain areas required direct supervision by the LAOOC and led to the creation and development of the TV Operations group.

32.02 Sales of the television rights

32.02.1 Sales in the United States

On 1 March 1979, the fledgling Organizing Committee which had not appointed its senior management, was headquartered in the law offices of its chairman (who was also the president of the local group which had secured the franchise to organize the Games) and had only a few thousand dollars of working capital. The raising of more than half a billion dollars to support the Games and the forming of a staff which would operate them was started through the immediate marketing of U.S. television rights to eager bidders representing cable, network and pay television.

Rights fees for televising (both Olympic and Olympic Winter Games) in the United States had risen steadily since the first (large-scale) TV broadcast from Rome in 1960. Rights cost almost \$400,000 then but reached \$4.5 million at Mexico City and \$7.5 million for Munich. Rights and technical facilities for the American Broadcasting Companies (ABC) reached \$25,000,000 for the Montreal Games and the National Broadcasting Company (NBC) paid \$85,000,000 for rights (\$35 million) and facilities (\$50 million) for the Games of the XXIIrd Olympiad in Moscow in 1980. The LAOOC hoped to negotiate a large fee which would provide the Organizing Committee with a firm financial base for its operations.

Important steps toward the realization of this goal were made during the negotiations for the awarding of the Games to Los Angeles. In April 1978, the leadership of the IOC met with the bid committee from Los Angeles and others and established that the Organizing Committee would negotiate the United States television rights agreement subject to the approval of the final agreement by the IOC. In addition, the rights agreement would be written in English and subject to the laws of the state of California. These were unusual provisions in light of the Olympic Charter (1978 Provisional

Edition) which states that "*The IOC may grant a broadcast and/or distribute the Games in its national territory*" and that "*all agreements with radio/television networks, whatever their terms, shall only be negotiated jointly by the IOC and the (Organizing Committee)*". All other television rights agreements were to be negotiated jointly by the IOC and LAOOC. Distribution of the television rights payments was also agreed to with one-third of the rights fee to go to the IOC and the remainder to the Organizing Committee.

The LAOOC's Television Advisory Commission initially met on 9 May 1978 and determined that the sale of rights would include presentations and negotiations rather than simple blind bidding. At a later meeting, it was decided to require each company bidding for the U.S. rights to deposit \$750,000 as a show of good faith to enter the bidding process. These deposits were to be refunded, without interest, after selection of the U.S. rights-holder. An initial deposit of \$500,000 was required to show serious interest in April-May 1979 with the remaining \$250,000 qualifying entities for the actual bidding in September 1979. Five companies including ABC, Columbia Broadcasting System (CBS), Entertainment and Sports Programming Network (ESPN), NBC and Tandem Productions, posted the required deposits and were allowed to proceed into the bidding process. The April deposits provided the LAOOC with \$2.5 million in much-needed start-up cash.

Prior to the beginning of the actual bid presentations, the U.S. television negotiating sub-commission, composed of experts in the field, explored the probable worth of the U.S. television rights from the viewpoint of the bidders. Probable airtime of the Games was calculated along with the number of commercial (advertising) minutes, an estimated advertising rate and production costs. The resulting estimates led the negotiating sub-committee to believe that the sales of rights and support services for Los Angeles would be for an amount far greater than could have been anticipated by reference to the prior history of increased rights sale fees over time.

Actual presentations began in September 1979. The LAOOC determined that the necessary ingredients of the winning bid would include: (1) supply of a host broadcaster signal including audio and video for use by non-USA broadcasters licensed by the LAOOC; (2) a television broadcast center provided by the winning bidder at no cost to the LAOOC and (3) a rights/production and support services fee of

at least \$200 million (\$100 million for each). ABC's bid of \$100 million for rights and \$125 million for production and supportive services of the LAOOC was selected and on 26 September 1979, the IOC and LAOOC announced the award of the exclusive television rights for the 1984 Olympic Games to ABC. The agreement was signed in Nagoya, Japan, on the same date.

The IOC and LAOOC agreed on the IOC's share of the rights fee, amounting to \$33,500,000 and providing for nearly three-quarters of the total to be paid by mid-1980 for maximum financial impact to the IOC.

The agreement among ABC, the IOC and the LAOOC noted the payment fee and schedule as well as a variety of terms. The LAOOC agreed to assist ABC in its role as host coordinating broadcaster of the Games, including priority over all other media regarding camera and commentator locations, technical facility placement and access to athletes for interviews. A clause was placed in all other television rights agreements declaring and explaining ABC's priorities in these areas. The LAOOC also agreed to arrange for first-class accommodations near the venues for production personnel at ABC's expense and to provide accreditation and parking, as needed, for ABC personnel and vehicles. Additional provisions were made for lighting and power, results service, security and other services. ABC also was given an opportunity to buy Games tickets at a later date at its own expense.

As host coordinating broadcaster, ABC agreed to provide a live basic feed of virtually all venues including color picture and international sound (natural sound without announcer or commercials) to be made available to broadcasters licensed by the LAOOC. The agreement noted plans to present events such as archery, football preliminaries, shooting and yachting via a different medium such as film but to make whatever coverage was compiled available to the LAOOC and the LAOOC's other licensed broadcasters. ABC additionally agreed to provide a central television broadcast center of at least 100,000 square feet at no charge (for the raw space) to the LAOOC and its licensed broadcasters. The basic feed would be produced at the venues and delivered to this central broadcast facility at ABC's expense, including the audio and video circuits from the originating sites necessary for delivery. The costs of improvements to the raw broadcast center space by broadcasters would be charged to licensed broadcasters although no payment was required to ABC to simply take the basic feed from its delivered location at the broadcast center and send it on to another site for broadcast, editing or other production work. ABC agreed to coordinate all other broadcaster requests at the expense of the broadcast entities



1

1 Television camera positions on the field of play at the southeast turn of the Coliseum track
 2 ABC covered the diving competition from an adjacent tower.
 3 ABC's main control room



2



3



4



5

4 LAOOC Vice President Mike O'Hara, IOC Director Monique Berlioux, LAOOC President Peter V. Ueberroth and Wilf Barker of Network 10 of Australia announce that Network 10 won the Australian Olympic television rights.

5 International broadcasters meet with ABC.

concerned, including construction at the broadcast center, equipment installation there and at the venues, production, results and transmission facilities and support services.

The agreement also entitled ABC to an appropriate adjustment in the amount paid to the LAOOC if the USA team or other prominent national teams did not participate in the Games and as a result, the value of the rights were diminished.

32.02.2 Sales in Australia

Although aligned with the Asian Broadcasting Union through the 1976 Games, Australia became an important purchaser of broadcasting rights in 1980 when the Seven Network paid \$1,360,284 for rights to the 1980 Olympic Games in Moscow. Since strong competition existed in Australia among three networks, the LAOOC accepted bids for the rights to the Games.

An agreement was reached with Network 10 of Australia and announced on 2 February 1982. Its bid of \$10.6 million in the first bidding round was sufficient to end the competition

and gain the exclusive broadcast rights in Australia for the Games. A detailed agreement was concluded later the same year. Both television and radio exclusivity were included, with radio rights exclusive for a period of 48 hours following the completion of an event covered in the programming. Network 10 later sold, with permission, its exclusive radio rights to the Australian Broadcasting Commission.

The agreement noted ABC's host broadcaster responsibilities and the availability to Network 10, without charge, of raw space in the broadcast center to be arranged by ABC. For all production and technical requirements in addition to the raw space at the broadcast center, Network 10 agreed to deal with ABC.

32.02.3 Sales in Europe

Television rights sales in Europe involved two different groups, roughly split along geographical lines. The European Broadcasting Union (EBU, also known as Eurovision) consists of western European, north African and Mediterranean coast nations, while the Organization of International Radio and Television (OIRT, also known as Intervision) is made up of Eastern European countries including the Soviet Union. The LAOOC dealt independently with the geographic regions represented by these groups.

The recent rights fees paid for European television coverage of the Games included \$6.5 million for EBU and OIRT together in 1976 (half for rights and half for facilities) and in 1980 \$5.95 million for the EBU (\$5 million in rights) and \$1.5 million for the OIRT (all rights). Negotiations regarding European TV rights sales began shortly after conclusion of the ABC agreement.

The EBU nations had traditionally held together in negotiations, presenting the organizers with a difficult negotiation position regarding the western European area. However, in late 1981, a commercial television station in Italy offered \$10 million for rights in Italy alone, more than the EBU had previously bid for all of its 36-nation territory. Although the LAOOC would have preferred to deal individually with the larger member nations of the EBU, a series of meetings culminated in Los Angeles on 3 December 1981, when the EBU, IOC and LAOOC agreed on a \$19.8 million package including \$12 million for rights and \$7.8 for services provided by the LAOOC. Fifteen million dollars (\$15,000,000) of the total was payable by 1 March 1982, with the remainder spread out over an agreed schedule.

A detailed agreement was completed in February 1982, including the detailed package of services rendered by the LAOOC:

- Assistance in securing accommodations for EBU personnel, at EBU's expense
- Accreditation as necessary for EBU personnel for entry into the venues and villages
- "Raw space" at the International Broadcast Center
- Assistance in arrangement of EBU's camera and commentator booth requirements, including both fixed and portable cameras
- Assistance in obtaining duty-free temporary import licenses
- Information services, both electronic and written
- Assistance in the hiring of local staff and in obtaining work permits if necessary
- Availability of tickets for purchase for EBU personnel and guests
- Transportation assistance, including priority parking for EBU vehicles and help with vehicle rentals
- Use of the LAOOC's *Star in Motion* emblem and *Sam the Olympic Eagle* mascot in the EBU member countries' advertising and promotion of the EBU broadcast of the Games

Sales to the OIRT countries were complicated by the problems of currency conversion and exchange rate against the United States dollar in the member nations. Several schemes for rights sales including cash and various kinds of equipment were proposed, but since the negotiations carried on into February 1984, the LAOOC had no need for the proposed supplemental equipment.

An agreement was finally concluded in February 1984 for rights fees totaling \$3,000,000. The contract included a caveat that reduced the rights fee to \$2.5 million if Poland decided not to televise the Games. In view of the boycott by most of the OIRT-member nations, an agreement was made to fix the rights fees at \$2.5 million for OIRT's coverage of the Games in Los Angeles.

32.02.4 Sales in Japan

Negotiations for rights sales in Japan began in 1979. In past Games, Japan had purchased rights as a member of the Asian Broadcasting Union (ABU) until 1980, when TV Asahi purchased exclusive rights for \$4.5 million. The LAOOC determined early that it would deal independently with Japan.

Negotiations continued into 1983 with the television entities in Japan forming a pool-the Los Angeles Olympic Japan Pool or LAOJP-to deal with the LAOOC as a single entity. The pool included the national Nihon Hoso Kyokai (NHK) network and more than 100 commercial broadcasters in Japan. An agreement was finally reached in February 1983 for the sale of the rights for \$16.5 million with another \$2 million for a services package similar in scope to that of the EBU. In addition, rights for all of the LAOOC's 1983 events were purchased for \$500,000.

Countries which purchased exclusive television rights to the Games

Nation/Region/Group	Nations included		Nation/Region/Group	Nations included	
Africa: Union of National Radio and Television Organizations of Africa (URTNA) (43 nations)	Angola Benin Botswana Burundi Cameroon Cape Verde Central African Republic Chad Comoro Congo Djibouti Equatorial Guinea Ethiopia Gabon Gambia Ghana Guinea Guinea Bissau Ivory Coast Kenya Lesotho Liberia	Madagascar Malawi Mali Mauritania Mauritius Mozambique Niger Nigeria Rwanda Sao Tome-Principe Senegal Seychelles Sierra Leone Swaziland Tanzania Togo Uganda Upper Volta Zaire Zambia Zimbabwe	Europe/Other Socialist: Organization of International Radio and Television (OIRT) (16 nations) (exclusive radio rights also included)	Afghanistan Bulgaria Czechoslovakia Cuba German Democratic Republic Hungary Kampuchea DPR Korea	Laos Mongolia Nicaragua Poland Romania USSR Vietnam Yemen Democratic Republic
Arab States: Arab States Broadcasting Union (ASBU) (11 nations)	Bahrain Iraq Kuwait Oman Qatar Saudi Arabia	Somalia Sudan Syria United Arab Emirates Yemen Arab Republic	Hong Kong: TV Broadcasters Ltd. (TVB)	Hong Kong	
ARAMCO: Riden International	ARAMCO		Japan: Los Angeles Olympic Japan Pool (LAOJP)	Japan	
Asia: Asian-Pacific Broadcasting Union (ABU) (8 nations)	Bangladesh Brunei India Indonesia	Pakistan Singapore Sri Lanka Thailand	Korea: Korean TV Pool (KTVP)	Korea	
Australia: Network Ten (exclusive radio also included)	Australia		Latin America: Organizacion de la Television Iberoamericana (OTI) (18 nations)	Argentina Bolivia Brazil Colombia Costa Rica Chile Dominican Republic Ecuador El Salvador	Guatemala Haiti Honduras Mexico Panama Paraguay Peru Uruguay Venezuela
Caribbean: Caribbean Broadcasting Union (CBU) (12 nations)	Antigua Bahamas Barbados Belize Bermuda Grenada	Jamaica St. Kitts St. Lucia St. Vincent Surinam Trinidad & Tobago	Malaysia: Sistem TV Malasia Berhad	Malaysia	
Canada: Consortium of Canadian Broadcasters (CBC-CTV-TVA)	Canada		New Zealand: Broadcasting Corporation of New Zealand (BCNZ)	New Zealand	
China: China Central Television	China		Philippines: Kanlaon Broadcasting System (KBS)	Philippines	
Chinese Taipei: Chinese Television SVC	Chinese Taipei		United States: ABC Radio Networks ABC Sports Television Westwood One Radio	United States United States United States	(radio only) (television) (Spanish-language radio only)
Europe/North Africa: European Broadcasting Union (EBU) (36 nations)	Algeria Andorra Austria Belgium Cyprus Denmark Egypt Finland France Federal Republic of Germany Great Britain Greece Iceland Ireland Israel Italy Jordan Lebanon	Libya Lichtenstein Luxembourg Malta Monaco Morocco Netherlands Netherlands Antilles Norway Portugal San Marino Spain Sweden Switzerland Tunisia Turkey Vatican Yugoslavia	Total nations	156	

Television and Film Operations

Summary of Olympic Television Rights/Facilities Sales 1976 - 1984 (The figures below include rights and facilities sales in thousands of dollars (U.S.) and are unadjusted for inflation)

Area/Nation/Union:	1976	1980	1984
Africa:			
Union of National Radio and Television Organizations of Africa (URTNA)	50	42	110
South Africa	50	(not sold)	(not sold)
Arab States:			
Arab States Broadcasting Union (ASBU)	150	300	350
Riden International (ARAMCO)	0	0	60
Asia:			
Asian-Pacific Broadcasting Union (ABU)	1,050	450	125
Australia	(with ABU)	1,360.3	10,600
China	(with ABU)	(with ABU)	200
Chinese Taipei	(with ABU)	(with ABU)	300
Hong Kong	(with ABU)	(with ABU)	325
Japan	(with ABU)	4,500	18,500
Korea	(with ABU)	(with ABU)	2,000
Malaysia	(with ABU)	(with ABU)	190
New Zealand	(with ABU)	(with ABU)	450
Philippines	(with ABU)	(with ABU)	400
Caribbean:			
Caribbean Broadcasting Union (CBU)	17.2	20	99
Canada:			
CBC or a Consortium	360	1,000	3,000
Europe/Northern Africa:			
European Broadcasting Union (EBU)	6,550	5,950	19,800
Europe/Other (Socialist):			
Organization of International Radio and Television (OIRT)	(with EBU)	1,500	2,500
Latin America:			
Organizacion de la Television Iberoamericana (OTI)	600	1,060	2,155
Puerto Rico	35	(with USA)	(with USA)
United States:			
ABC Radio Networks	0	0	500
ABC Sports Television	25,000	0	225,000
NBC Sports Television	0	85,000	0
Westwood One (Spanish) Radio	0	0	100
Total	33,862.2	101,182.3	286,764

Note that another \$500,000 was paid by Japan for the rights to the LAOOC's 1983 events: the rights/services sales total was thus \$287,264,000.

32.02.5 Sales in North and South America

In both Canada and South America, broadcasters dealt with the LAOOC as a group to purchase television rights. In Canada, the National Canadian Broadcasting Corporation (CBC) joined with the CTV network and Le Reseau de Television TVA Ltee. as a consortium, while 18 Central and South American nations worked through the Organizacion de la Television Iberoamericana (OTI) to purchase Games TV rights. In 1976, OTI paid \$600,000 for rights and facilities and \$1,060,000 in 1980. Canada's 1980 payment for rights was \$1.2 million in Canadian dollars.

The Canadian consortium noted that while it produced its own bilingual coverage of the Games, a substantial percentage of its population was close enough to the United States to receive U.S. broadcasts, including ABC's. This was a factor in the eventual agreement of rights sales of \$3 million in cash. In addition, the Canadian consortium agreed to provide consulting time from members of the host broadcaster team from ORTO '76 and some radio transmission equipment.

Members of the OTI group began rights talks with the LAOOC in 1981 and concluded an agreement in April 1983. Although only a taped highlight summary had been used by most of the OTI members in 1976 and 1980, heavy unilateral coverage was expected in 1984, especially by Brazilian and Mexican television entities. Under its agreement with the LAOOC, a total of \$2,155,000 was paid by the OTI in rights fees.

An agreement for television rights for 12 nations affiliated with the Caribbean Broadcasting Union (CBU) was completed in April 1984 for the sum of \$99,000.

32.02.6 Sales to other areas

Sales of television rights to other areas began immediately after the award of U.S. television rights and were not completed until days prior to the Opening Ceremonies of the Games. Major areas of concentration included Asia, with scattered activity in smaller areas.

Asian broadcasting of the Games had previously been arranged in conjunction with the Asian-Pacific Broadcasting Union (ABU), which purchased rights in 1976 for \$2.1 million including Japan. In 1980, the Japanese bid separately, and the remainder of the ABU acquired rights for \$450,000. The LAOOC dealt separately with the largest Asian nations, while the ABU completed its financial obligations to the Organizing Committee of the 1980 Olympic Games and the IOC through 1982.

The LAOOC was able to sign rights agreements with broadcasters from New Zealand and the Philippines in 1982. Both agreements were announced in July 1982, with the Broadcasting Corporation of New Zealand paying \$450,000 for rights and the Kanlaon Broadcasting System paying \$400,000. The completion of these agreements was especially significant in demonstrating the LAOOC's commitment to independent negotiations with Asian broadcasters.

Additional agreements were signed with major broadcasters in 1983 and early 1984. Rights for Hong Kong were sold for \$325,000 in late 1983 to Television Broadcasts Limited (TVB). Broadcasting rights for the People's Republic of China followed in December 1983 for \$200,000 and a \$3.5 million agreement for television rights and services was reached in March 1984 between the LAOOC and the Korean Television Pool (KTVP). Korean television rights sold for \$2 million, with another \$1.5 million paid for special reports and services regarding the LAOOC's preparations for hosting the world's broadcasters at the Games of the XXIIIrd Olympiad. Television rights for Chinese Taipei were sold later for \$300,000.

An agreement for television rights in Malaysia was completed in June 1984 for \$190,000 with the Sistem Televisen Malasia Berhad. The ABU, representing eight remaining Asian nations, finally signed an agreement with the LAOOC for television rights to signals obtained from another area broadcaster for \$125,000.

Sales in Africa were concluded with the 43-nation Union of National Radio and Television organizations of Africa (URTNA) in April 1983 for \$200,000. However, only eight nations could actually contribute rights fees and the actual total received was \$110,000. Most of the accreditations and production facilities were utilized on behalf of Nigerian television.

Eleven Arab nations combined to purchase television rights through the Arab States Broadcasting Union (ASBU) for a total of \$350,000. It was the final agreement to be completed and was signed only 11 days prior to the opening of the Games. A separate agreement for broadcast rights with the Arabian-American Oil Company (ARAMCO) was made for \$60,000.

32.02.7 Reflections on the sales of broadcasting rights

There is no question that a significant factor in the financial success of the Los Angeles Games was the successful sale of television and radio broadcasting rights. In all, 156 nations acquired such rights and payments to the LAOOC totaled slightly more than \$287,000,000—almost three times as much as collected in 1980. Moreover, the wide viewership arranged by these rights brought an estimated audience of more than 2.5 billion persons the opportunity to see Games action and helped to make the Games of the XXIIIrd Olympiad an artistic as well as financial success.

In retrospect, the following observations can be made:

- A significant factor in the negotiation of the U.S. television rights was the examination of the worth of the rights to the winning bidder from the bidder's perspective. The careful examination of the probable advertising revenues and production and rights costs adjusted the sights of the negotiation team toward an appropriate level eventually reached by ABC's winning bid of \$225,000,000 for rights and related services.
- The attempt by the LAOOC to remove itself from the business of being the host broadcaster was successful. A significant concern of the original negotiators of the U.S. rights agreement was to place upon the winning broadcaster the responsibility for hosting the foreign broadcasters whom the LAOOC would license to carry the Games. This prevented the LAOOC from entering a business it knew little about and recruited a partner whose business was television production.
- Rights sales to individual countries rather than regional union groups proved startlingly successful in the Asian-Pacific region. Rights sales to Australia, China, Chinese Taipei, Hong Kong, Japan, Korea, Malaysia, New Zealand, the Philippines and the ABU totaled \$33,090,000. The total paid for the same region in 1976 was \$2.1 million and in 1980, \$6,310,284. The same approach might have worked in Europe had the individual national members of the EBU purchased rights individually.

□ While the sums for rights in nations able to pay them soared in the period prior to the 1984 Games, several unions and their members were restricted by economies not as well developed or by currency exchange and valuation problems. Keeping in mind the importance of exposing the Games to as wide an audience as possible while raising necessary revenues, the LAOOC—with the knowledge and approval of the IOC—adjusted rights payments in some areas and accepted less in others. Although not generally successful, the attempts to look for technical and other barter items which could be purchased in nations using their own currency and then shipped to the LAOOC was creative and should not be overlooked in the future.

32.03 Television operations by the host broadcaster

32.03.1 Areas of responsibility: Basic and unilateral

ABC accepted a mammoth responsibility in becoming the host broadcaster for the Games of the XXIIIrd Olympiad. Its task included not only production of vision and sound for those sports which ABC would show to its domestic (U.S.) audience but also the arrangement of signals from all venues so that the world-wide broadcast community could bring the Games to their domestic audiences as well. Accordingly, ABC was required to plan for every venue regardless of U.S. interest in order to provide appropriate service for the hundreds of foreign broadcast entities which eventually purchased rights from the LAOOC to televise the Games. The initial coverage plan was submitted in September 1979 with ABC's bid for the United States broadcasting rights and was refined in the final agreement among ABC, the IOC and the LAOOC. However, much work remained before the coverage, as presented during the Games, took shape.

In order to meet the needs of its client broadcasters, ABC met several times with broadcast groups beginning in November 1981. ABC outlined the basic coverage areas and provided equipment reservation and pricing information for broadcasters requiring commentator positions, offices, radio and television studios, videotape machines and other facilities. Representatives from the major telecommunications companies operating in the USA were also present to discuss circuit requirements and booking of satellite time.

Individual meetings with broadcasters were held by ABC after exclusive-rights agreements were completed by the LAOOC. The Olympic Broadcasters Advisory Commission (OBAC) was formed in early 1983 since most of the major broadcast entities had acquired rights or were very close to doing so. The first OBAC meeting was held in May 1983. Topics included: access controls within the broadcast commentary areas at the venues, camera locations—especially unilateral cameras and production trucks—at the

venues, distribution control, results service, scheduling, transportation and other items. A listing by broadcaster and venue of the unilateral cameras desired was compiled. The LAOOC also distributed a detailed questionnaire regarding areas under the control of the Organizing Committee such as accreditation, housing and transportation.

A second OBAC meeting was held in September 1983, at which ABC distributed its first handbook for broadcasters, the *"International Broadcast Center: Update No. 1"*. The IBC preparations were dealt with in detail, including sections on venue coverage preparations. The OBAC meeting again focused on the IBC preparations, telecommunications requirements and venue coverage plans and a one-day meeting with the LAOOC was held.

ABC published additional details of its plans in *"International Broadcast Center: Update No. 2"* in January 1984. Information on the progress of the IBC construction project, venue camera coverage, bookable facilities, production cueing and support services were included along with technical guidelines for participating broadcasters and an LAOOC report noting the results system and transportation services proposed. This information was updated during the final OBAC meeting in April 1984.

The final five-day OBAC meeting focused on: scheduling and venue-by-venue production plans (day one); results/timing and announcer information systems (day two); venue commentator positions, research information and coverage of the Opening and Closing Ceremonies (day three); distribution center, world unilateral camera platforms and IBC operations (day four) and a meeting with the LAOOC on day five. Accreditation, results system operations and transportation were the main issues discussed with the LAOOC.

The major aim of these meetings was to familiarize broadcasters with the preparations made for them so that their own broadcast operations would proceed as smoothly as possible. Meanwhile, ABC had its own domestic programming to complete in addition to its broadcaster responsibilities since more than 187 hours of coverage were scheduled. ABC set up another broadcasting center for its own (United States) coverage (the Unilateral Broadcast Center or UBC) and developed its own programs there. This approach proved successful as all of the International Broadcast Center's (IBC) resources were dedicated to servicing the foreign broadcasters producing their own programs and were not borrowed for ABC's unilateral needs.



6

32.03.2 International Broadcast Center

ABC chose the Sunset-Gower Studios in Hollywood, California, as the site of the International Broadcast Center (IBC). Formerly the home of Columbia Pictures, the studios were built in the 1930s and the lot offered a number of empty soundstages which could be easily adapted for broadcaster use. They were also located close to an office of Pacific Bell, one of the local telephone utilities, which became the convenient coordinating point for venue feeds.

ABC's IBC operation was divided into eight departments: booking office and telecommunications, engineering, finance and administration, information office, logistics, physical plant and construction, venue operations/world production liaison and venue operations/liaison staff. The booking office handled all requests for bookable facilities such as studios and venue unilateral camera positions and processed all telecommunications requirements, including video and audio circuits. Engineering was responsible for all technical facilities, including the IBC distribution center and transmission control and venue commentator system operations. Finance and administration processed broadcaster and vendor accounts, personnel and shipping and receiving in addition to equipment purchases. The information office acted as a liaison with the LAOOC, prepared and distributed the IBC Update series and produced the 150-page International Broadcast Center Manual of Information, which was distributed to broadcasters upon arrival. The logistics office handled IBC accreditation, parking, security, support services and vehicle rentals. The physical plant and construction

6 Cameraman shoots panoramic view of Southern California scenery for insertion into television broadcasts.

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group physically transformed the Sunset-Gower Studios into the IBC and installed air-conditioning, necessary electrical support and the hard walling for broadcaster offices. Venue operations/world production liaison provided information on athlete profiles, daily briefings, news conferences, summaries and venue scheduling. Venue operations/liaison staff was responsible for coordinating the broadcaster operations in the venues and supervised the venue managers and liaisons at each site, including assistance with results and pre and post-session unilateral programming sessions.

Construction began after each broadcaster specified its needs for offices, production space, studios and the like. Contracts were signed by each broadcast entity making modifications, with facilities for the EBU (including separate facilities for the British BBC and ITV and the German collective ARD/ZDF) and the Consortium of Canadian Broadcasters begun in May 1983 and completed approximately six months later. Construction of areas specified by Australia's Network Ten, the LAOOC, Broadcasting Corporation of New Zealand and Kanlaon Broadcasting of the Philippines began in October 1983 and was completed in

February 1984. Remaining construction for broadcasters from the OIRT and OTI groups, as well as the Korean TV Pool, was started in February 1984 and completed in June. The staggered construction schedule allowed flexibility in the final design, and the IBC finally contained slightly more than 110,000 sq. ft. (10,223 sq. m) of ground space for broadcaster use.

Broadcasters, support groups and vendors with offices were housed in buildings 13, 20, 21 and 22, stages 4, 8 (including support building 8S), 9 (including support building 9S), 74 and 75 and trailers placed in a central, open area.

All of these facilities were removed after the Games, and the lot was restored to its original condition.

Facilities for broadcaster program support included the accreditation, booking and information offices along with supplemental coverage made available by ABC. Accreditation for IBC-only access took place at a trailer open from 0900-1700 hours daily. The

LAOOC operated an accreditation booth for regular Games accreditation from 4-10 July for early-arriving broadcast personnel whose applications had already been submitted.

During that time, 381 persons received accreditation; all remaining accreditation was done at the Main Press Center from 14 July through the Games. Visitors' passes were arranged through the accreditation office.

The booking office was located in Stage 4 and operated from 22 July to 12 August between 0700-1900 hours daily. Bookable facilities at the IBC included:

- Off-tube commentary positions at the IBC
- The television studio in Stage 74 (including three Ikegami HK322 camera chains, a production switcher and audio console) from 26 July-13 August
- Venue parking cards for broadcaster vehicles
- Venue program summaries
- Venue unilateral camera platforms
- Venue unilateral transmission sessions
- Video tape machines in Stage 8S; three, one-inch machines were available, in addition to three (three-quarter inch) and three (half-inch)

machines (one playback only) from 24 July-13 August

Commentator position identification tags and tickets for restricted entry-events were distributed through the booking office. Schedules were compiled daily regarding national and international transmission schedules and radio frequency (RF) system television channel allocations. For items without charges, booking was made on a first-come, first-served basis. Charged items were booked only after full payment was received. Cash, cashier's checks, wire transfers to the booking office account or account transfers at the IBC bank branch were accepted. Confirmed bookings canceled at least two days before the scheduled use were refunded at a rate of 50 percent. Cancellations received less than two days before scheduled uses were not accepted. Booked facilities unavailable because of schedule changes or malfunctions were refunded in full. Overtime uses were allowed only if time was available and the additional time was charged at the normal rate.

Site Plan of International Broadcasting Center with roof removed to indicate typical floor plans



IBC broadcaster facility assignments

Geographic area / Broadcaster(s)	Location
Africa	
NGR / NTA-DBS (TV)	Stage 8
Australia	
Network Ten (TV)	Stage 75
Australian Broadcasting Commission (Radio)	Trailer (1)
Canada	
Canadian Broadcasting Corporation (Radio/TV)	Stage 9 and trailers (2)
Canadian TV	Trailer (1)
Societe Radio Canada	Stage 9
Europe/EBU	
EBU Operations Group	Stage 8 and Bldg. 21
EBU Booking and Engineering	Bldg. 13
EBU Off-tube commentary positions (26)	Stage 8S
Nordic Group Radio/TV	Bldg. 20
AUT/ORF (Radio/TV)	Bldg. 13
BEL/BRT (Radio/TV)	Bldg. 13
BEL/RTBF (TV)	Bldg. 13
DEN/DR (Radio)	Bldg. 13
ESP/RNE Radio	Stage 8S
ESP/TVE (TV)	Bldg. 20
FIN/YLE (Radio/TV)	Bldg. 13
FRA/A2F (TV)	Bldg. 13
FRA/EUR1 - RMC-RTL-SFR (Radio; shared office)	Bldg. 13
FRA/TF 1 (TV)	Bldg. 13
FRG/ARD Radio	Trailers (2)
FRG/ARD-ZDF TV	Stage 9 and Bldg. 20
GBR/BBC Radio	Trailers (3)
GBR/BBC TV	Stage 8 and Bldg. 13
GBR/ITV (TV)	Stage 9 and Bldg. 20
GRE/ERT (Radio/TV)	Bldg. 13
HOL/NOS (Radio/TV)	Bldg. 20
IRL/RTE (Radio/TV)	Bldg. 20
ISR/IVA Radio/TV	Bldg. 13
ITA/RAI Radio	Stage 8S
ITA/RAI Engineering and TV	Bldg. 13
NOR/NRK Radio/TV	Bldg. 13
SUI/SRG-DRS (Radio/TV)	Bldg. 13
SUI/SSR-RTSI (Radio/TV)	Bldg. 13
SWE/SR (Radio)	Stage 8S and Bldg. 13
SWE/SVT (TV)	Bldg. 13
TUR/TRT (Radio/TV)	Bldg. 13
YUG/JRT (TV)	Stage 4
Europe (OIRT)	
OIRT Operations Group and Bldg. 22	Stages 4 and 8S
OIRT off-tube commentary positions (11)	Stage 8S
Japan	
Los Angeles Olympic Japan Pool (Radio/TV)	Stage 75 and trailers (2)
Korea	
Korean TV Pool (TV)	Stage 4
Latin America / OTI	
OTI Operations Group	Stage 4
BRA/TV Bandeirantes (TV)	Stage 4
BRA/TV Globo (TV)	Stage 4 and trailer (1)
BRA/TV Manchete (TV)	Stage 4
BRA/TV Record (TV)	Stage 4
MEX/Channel 13 (TV)	Stage 4
MEX/Televisa (TV)	Stage 8 and Bldg. 22
New Zealand	
Broadcasting Corporation of New Zealand (Radio/TV)	Stage 75
Philippines	
Kanlaon Broadcasting System (TV)	Stage 75
Puerto Rico	
Telemundo (TV)	Stage 75
USA	
Voice of America (Radio/TV)	Trailers (2)

IBC administrative and technical services

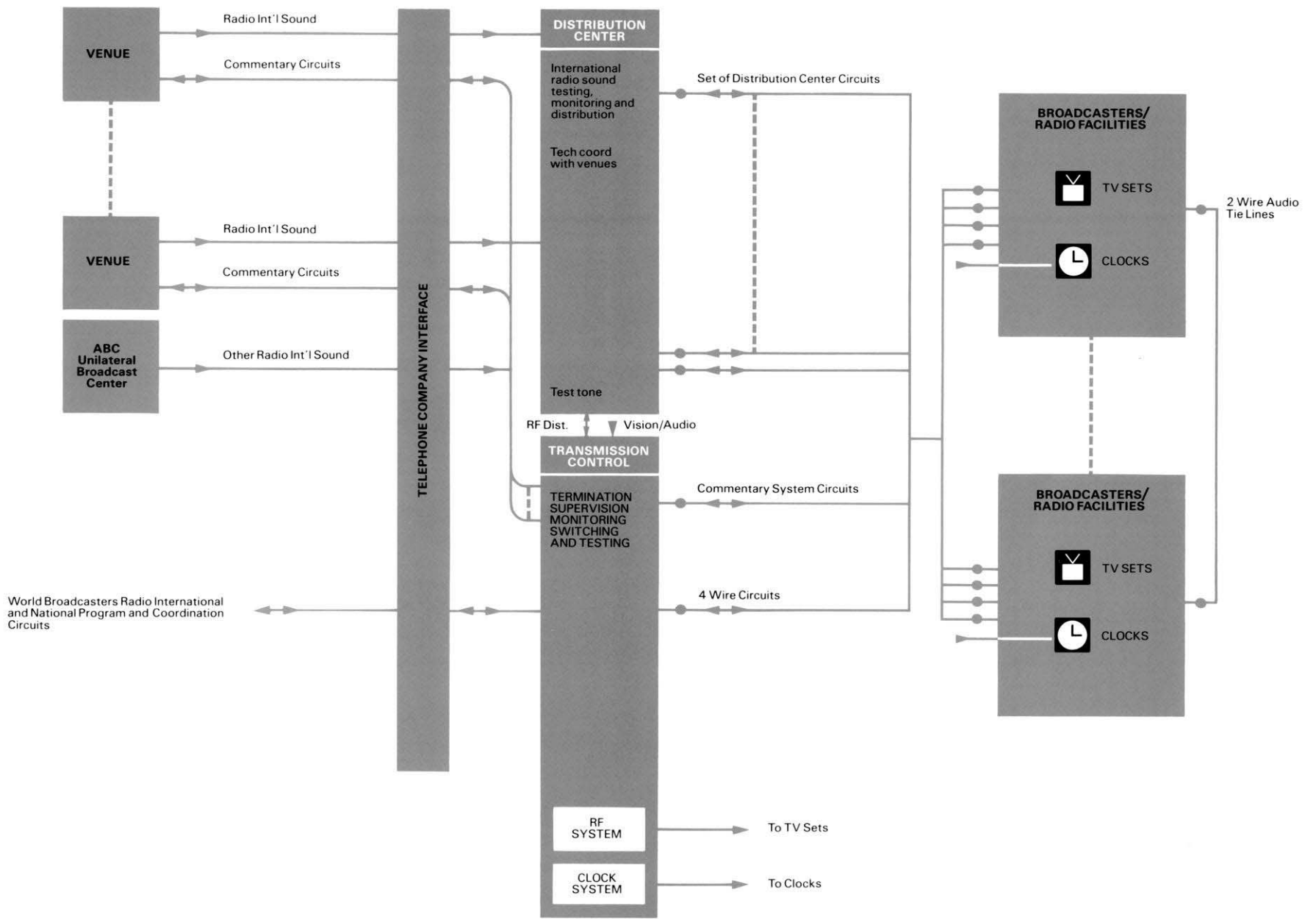
Geographic area/Broadcaster(s)	Location
Administration	Apartment bldg. on lot
Booking Office	Stage 4
Briefing Room	Stage 4
Distribution Center and Transmission Control	Stage 9
Engineering and Maintenance	Trailer(1)
Information Office	Stage 8S
Maintenance	Stage 9S
Shipping and Receiving	Stage 4
Television Studio (bookable)	Stage 74

IBC support services and vendors

Service/Vendor	Location
Bank	Trailer (1)
DHL Courier Service/F.B. Vandegrift	Trailer (1)
Customs Service/ Hollywood Chamber of Commerce and ABCTravel Service (shared space)	
Film and tape stock sales	Stage 4
First Aid	Bldg. 22
Language Services	Stage 4
LAOOC Information and Results	Stages 4 and 9S
Newsstand and office supplies	Stage 79
Restaurant	Stage 79 plus trailers (3) for supplies
Telecommunications (AT&T and Pacific Bell)	Stages 9 and 9S and trailer (1)
Telecommunications carrier booking	Stage 4
U.S. Postal Service	Trailer (1)
Xerox supply center	Trailer(1)

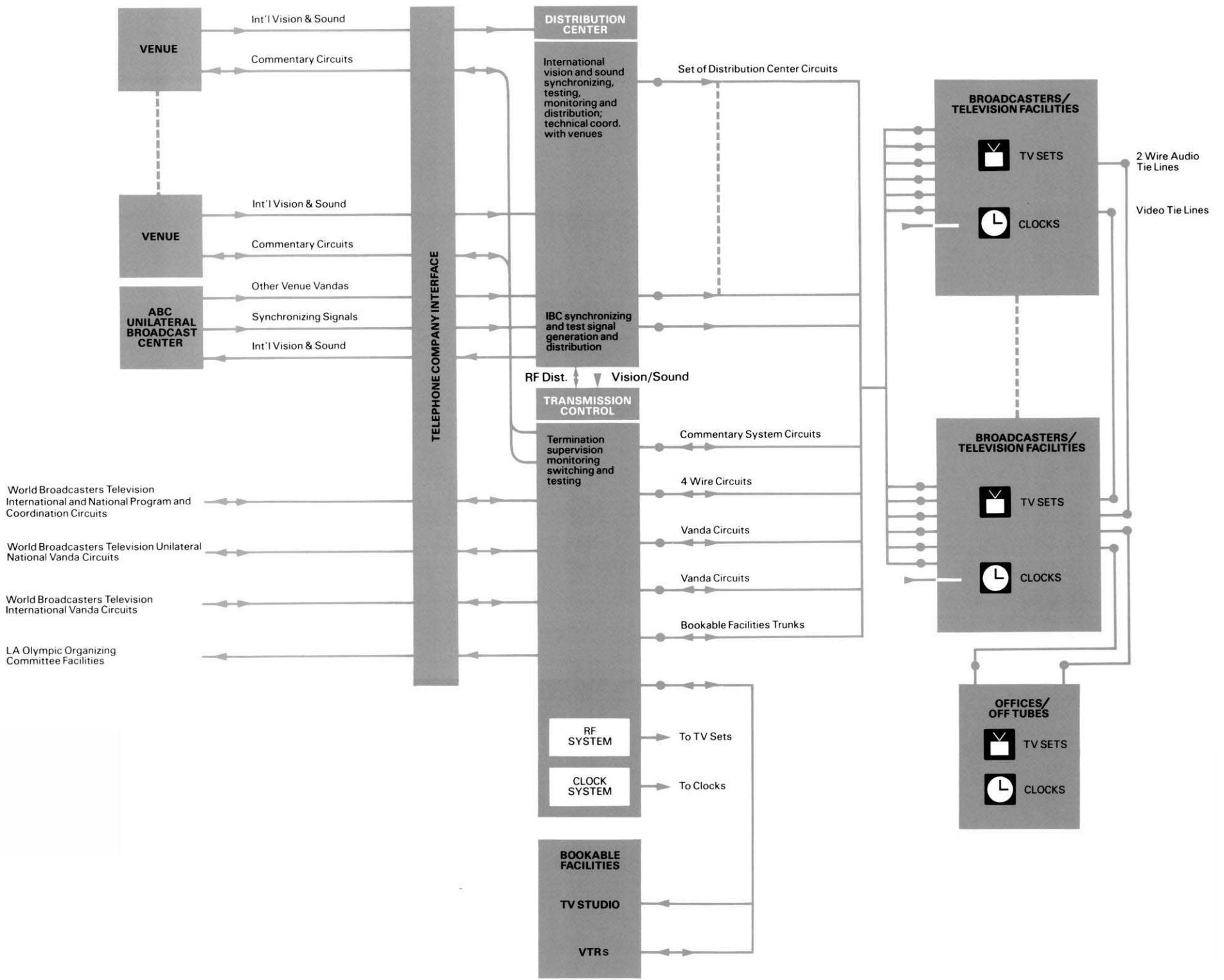
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International Broadcast Center radio facilities general plan

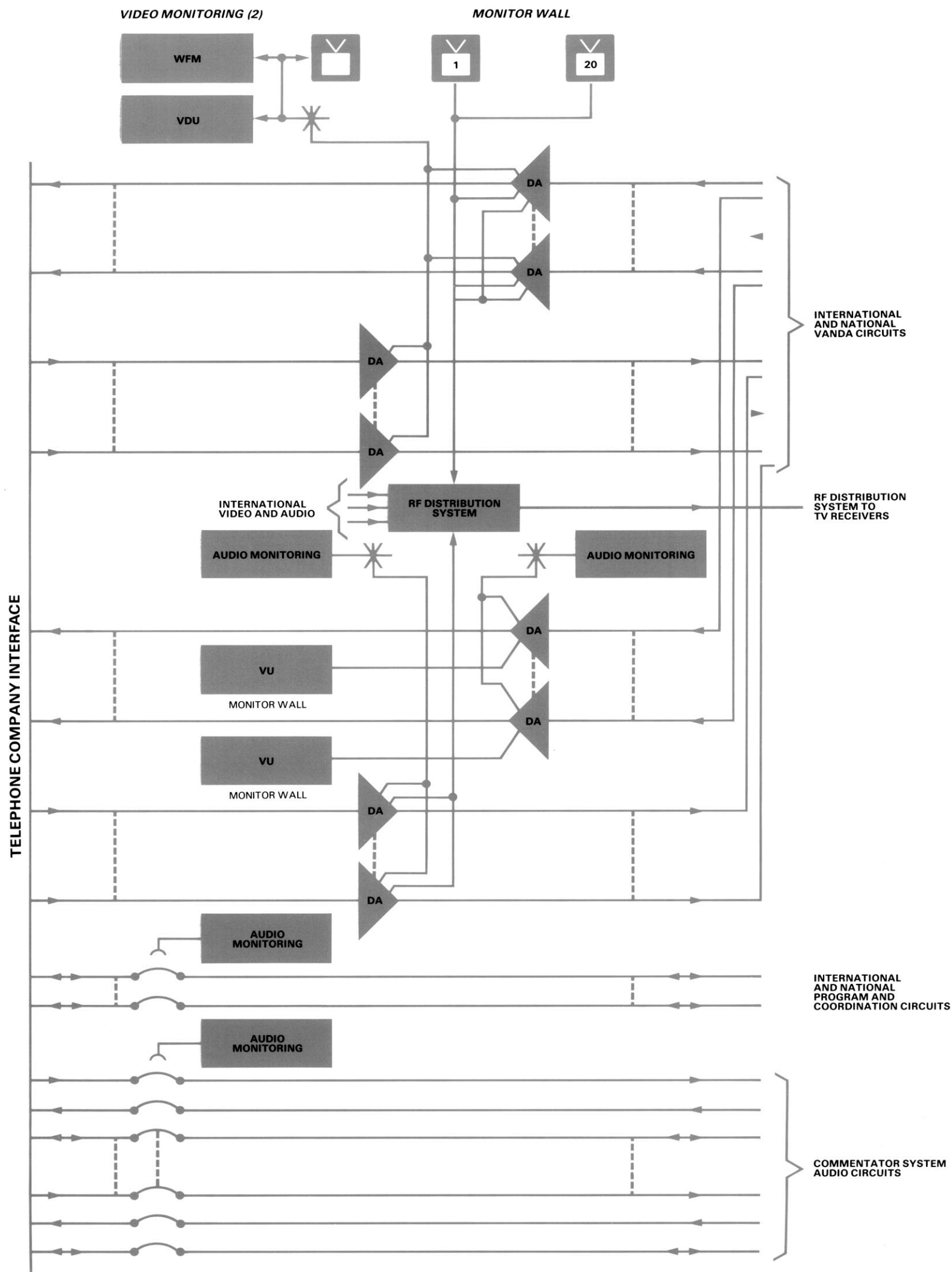


RF DIST. = RF Distribution System

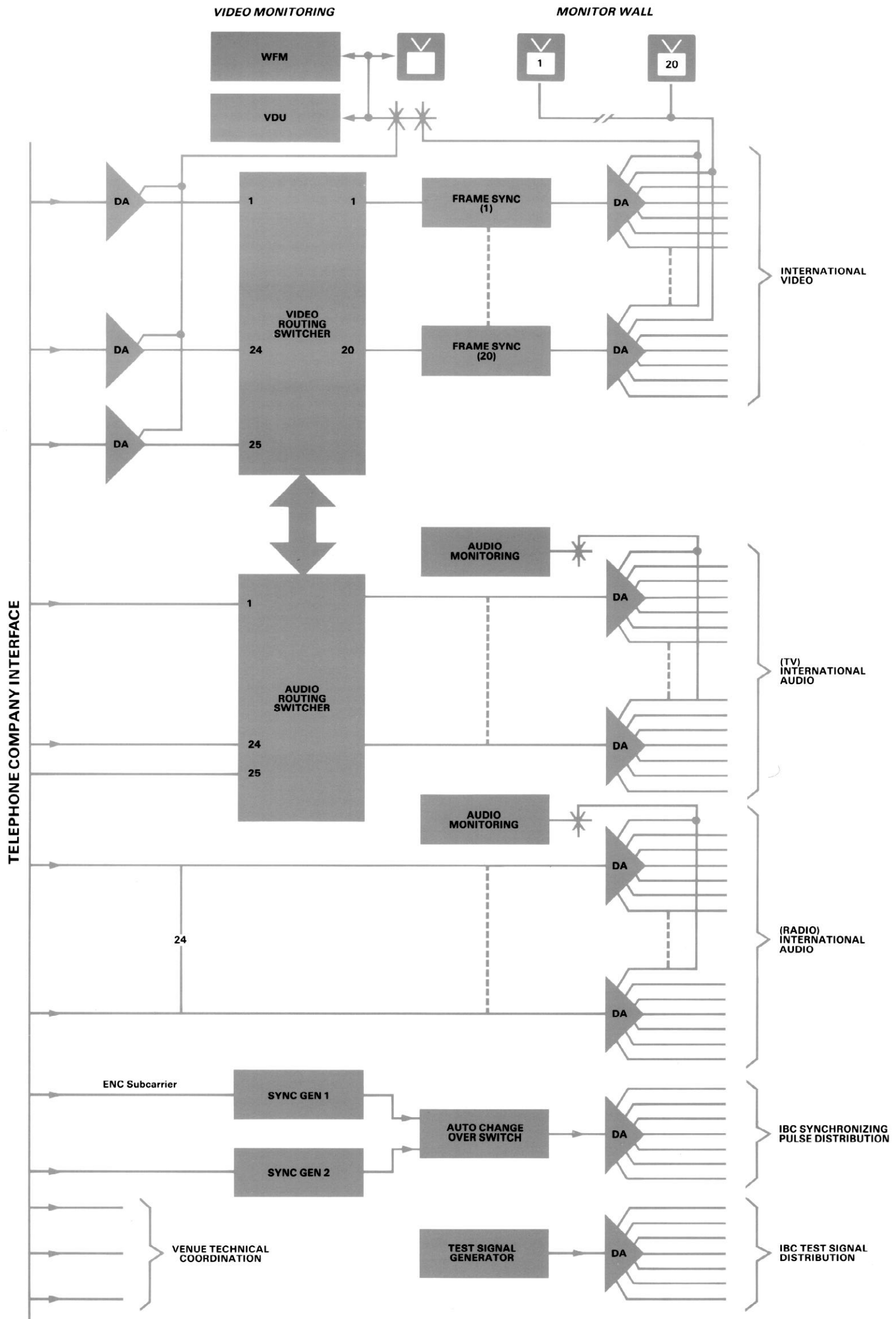
International Broadcast Center television facilities general flow



RF DIST. = RF Distribution System



DA = Distribution Amplifier



FRAME SYNC – Frame Synchronization
 SYNC GEN – Synchronization Signal Generator
 RF DIST. – RF Distribution System

The IBC information office provided athlete biographical and research data compiled by ABC Sports. This office also provided shot lists and time logs for the summaries compiled daily from venues covered by summary only. The information office also operated a bulletin channel on the IBC's internal television system which noted schedule changes, the restaurant menu, weather information and special events. Broadcasters met daily in the IBC briefing room on matters of mutual concern, usually at 1400 hours.

Supplemental coverage was available through the booking office. Athlete profiles compiled by ABC for its domestic programming were available to broadcasters who had to book tape machines and time for duplication. ABC required that these segments be used complete and unedited and provided description sheets and time logs to accompany all profile pieces. The opening animation pieces that introduced each segment from the venues was also available, with accompanying charts, maps and technical information. Additional coverage was available from cameras showing live shots from various scenic locations around the Los Angeles area. An audio line was installed from the main interview room of the Main Press Center to monitor news conferences at that location.

Facilities for technical services included the distribution center and transmission control as well as many bookable facilities. The distribution center processed the incoming vision and sound circuits from the venues, including events covered by summary only. Functions of the distribution control included routing, synchronization to the master signal reference, amplification for distribution and monitoring. Audio circuits carrying international radio sound were also terminated, amplified for distribution and monitored; in addition, audio and video test signals were generated for distribution at the distribution center. The transmission control served as the interface between the IBC and the telecommunications companies which carried the signals generated at the IBC through their national and international circuits to the intended end station. Program video and audio lines and communication audio lines were terminated at the transmission control, and distribution apparatus for venue feeds to the IBC television monitors was also housed there. IBC power arrangements included emergency generator back-up with automatic change-over in case of failure.

Support services at the IBC were designed to make the broadcasters feel at home. Banking facilities were available on the IBC lot from 9 July–15 August from 0900–1800 hours daily and included check-cashing and foreign exchange. DHL provided international courier services, while F.B. Vandegrift helped with customs

clearance and delivery. Food service in the rearranged Stage 79 included a full-service bar, ice cream store and restaurant. Operations began on 9 July from 0700-1500, with hours changing to 0700-2300 from 16 July-12 August. Coupon books offering food, drink and ice cream at a discount were available. The restaurant also offered after-hours food service and office coffee service to broadcasters making arrangements in advance. Language services including interpretation and translation were available at an office in Stage 4. A newsstand and office supplies shop were located in the restaurant facility in Stage 79. The U.S. Postal Service set up a modular office in the central lot area and operated from 0900–1700 hours daily from 16 July–12 August. Supplies, including raw film and tape stock, were also available. Travel services were handled by the ABC Travel Department and the Hollywood Chamber of Commerce. Amateur radio facilities for operators with the proper licenses were available.

32.03.3 Venue operations and production

Live television signals needed to be produced at nearly every venue in order to provide licensed broadcasters with a choice of events to share with their viewers. ABC required massive amounts of equipment and personnel to accomplish this task and followed a detailed plan at each site in production of the signal from that venue. The result was a series of clean broadcast signals at the IBC, each of a high technical quality, for use by broadcasters.

With 21 sports on the competition program plus two demonstration sports, a wide variety of signals was available at any one time during the day to make up the so-called "multilateral" program. The multilateral program provided audio and video feeds from the venues for use by licensed broadcasters and was sometimes augmented by individual broadcasters' own unilateral material. The multilateral program was designed to cover the competitions without focus on a particular nation or group but rather with an objective view to make it usable as widely as possible. Additional unilateral opportunities allowed broadcasters to add specialized coverage if desired. Facilities for both were provided in the ABC venue planning process.

The multilateral program consisted of signals prepared at each venue where live production facilities were located plus taped summaries of archery, preliminary football, modern pentathlon, shooting and yachting. Facilities for live transmissions included mobile

unit compounds at each site and both fixed and handheld cameras, character generators and videocassette and videotape recorders. Production trailers were also included at most sites. Each site produced a single outgoing feed for multilateral program use except for athletics (three feeds) and gymnastics (two), which featured multilateral programming of their own on the field of play. Approximately 188 cameras, 25 character generators and 40 videocassette and 75 videotape machines were utilized in all. ABC built special vehicles for the marathons (electric cars and motorcycles) and for canoeing and rowing (minimal wake boats) and used underwater cameras in diving, synchronized swimming and water polo.

The beginning and ending formats of the multilateral transmissions from each venue were standardized for easy reference. Multilateral transmissions began five minutes before the official starting time of scheduled events with the final 30 seconds prior to the transmission in black to warn broadcasters and technical staffs of the beginning of the program. Commentators were warned by audible tones in their headsets with two minutes and one minute remaining before the start of transmission. International sound accompanying the video began and ended with multilateral transmission times, although international sound for radio began 15 minutes prior to the beginning of the TV transmission and ended 30 minutes after the TV transmission did. End of transmission signals at three, two and one minute to go were sent by audible tone through the commentator's headsets.

Multilateral transmissions ended five minutes after the end of a particular session in a format agreed upon by the broadcasters. Timing difficulties for events were also planned. Matches or sessions which ran less than their scheduled time were followed by continuous generic coverage of the site with audio and video. If a match or session ran longer than scheduled, multilateral coverage continued into the next match or session immediately.

Summaries were prepared for sports not covered live: archery, preliminary football, modern pentathlon, shooting and yachting. Summaries for archery, shooting and yachting were prepared in Long Beach, near the fencing venue at the Long Beach Convention Center. A single summary for each sport, usually five to ten minutes in length and including graphics, was prepared on half-inch tape at a specially-equipped editing trailer containing three half-inch editing machines (cuts only) and one half-inch editing system with dissolve. Summaries were transmitted over the video and audio lines used for fencing final bouts prior to the start of final sessions. Preliminary football summaries were prepared for the Annapolis and Harvard venues only (the Rose

Bowl and Stanford venues were covered live), edited at the respective sites and then flown to Los Angeles and delivered to the IBC. The summaries were generally 10–15 minutes in length and did not include graphics. Modern Pentathlon summaries were prepared at the ABC compound for the cycling individual road races at Mission Viejo. They varied in length depending on the events involved and contained graphics. Summaries were flown by helicopter to the Unilateral Broadcast Center and transmitted to the IBC from there. Descriptive notes and timing logs were sent to the IBC via telecopier and distributed for all summaries.

Additional live coverage from ABC included visuals from fixed cameras at scenic locations across Southern California. These "beauty shots" were available at the IBC whenever lines were available. Taped beauty shots were transmitted from the distribution center on 21 July and occasionally thereafter. ABC also provided its athlete profile series for use by world broadcasters, who were required to arrange for machine and editing time through the IBC booking office. Broadcasters were required to use the profiles in complete form only.

Unilateral facilities for broadcasters included: venue commentator systems and opportunities for broadcaster unilateral coverage from the venues, including live on-camera shots, transmission of taped material and venue unilateral-camera platforms.

Booth table space was designed for three persons and each booth was usually equipped with three chairs, one color television monitor and a commentator's console. The console included two dual headsets with noise-cancelling microphones and could accommodate audio tape recorders for playback purposes. At athletics, gymnastics and swimming (diving), ABC provided an additional black-and-white television monitor displaying a supplemental results service which gave results and competitor ranking after each performance. Eight, four and three channels were available at athletics, gymnastics and diving respectively. For athletics and diving, two channels were used for each competition. The first channel showed the current event leaders to at least ten places plus the current competitor with present mark and rank and mark/rank after performance. The second channel listed the name of the current competitor and summarized his performance thus far. Four events could be covered at athletics and one



7

at diving; an additional diving channel listed the standings in the current round of dives. The gymnastics channels were used for group standings (channels one and two), individual standings for places 1–36 (channel three) and team standings on the fourth channel. During individual apparatus finals, channel one showed the current apparatus standings with medal winners listed on channels two and three. Rhythmic gymnastics information included start and result lists with details of order, subgroup and performances.

Venue unilateral-camera opportunities included both live on-camera shots and transmission of previously taped material. Broadcasters also had space available to mount their own cameras for additional coverage at venues. ABC allotted time prior to and after each multilateral transmission session for broadcasters to either present live on-camera coverage or to transmit taped coverage back to the IBC. A charge was made for these services by ABC, and arrangements were made through the IBC booking office. Unilateral booking was available at sites for 16 sports. The standard duration of unilateral segments was ten minutes each with five minutes between segments for preparation and switching. Each segment was delivered to the particular broadcaster's facilities at the IBC through the distribution center, and audio coordination circuits between the venues and the IBC transmission control could also be switched to the facilities of individual broadcasters at the IBC. Formatting of the unilateral segments prior to the multilateral transmission program ("pre-unilaterals") was:

Pre-multilateral program transmission format

Subject	Countdown	Time span
Audio/video identification loop	75:00–70:00	5:00
Pre-unilateral segment # 1	70:00–60:00	10:00
Audio/video identification loop	60:00–55:00	5:00
Pre-unilateral segment #2	55:00–45:00	10:00
Audio/video identification loop	45:00–40:00	5:00
Pre-unilateral segment #3	40:00–30:00	10:00
Audio/video ID for Multilateral	30:00–00:30	29:30
Pre-transmission warning: black	00:30–00:00	00:30
Multilateral transmission begins	00:30–00:00	
Pre-session format	00:00–5:00	5:00
Competition session begins	00:00–5:00	

The countup for multilaterals following a multilateral transmission was:



8

7 A roof-top view of a section of the marathon course showing ABC's use of its newly developed electric motorcycles.

8 ABC's electric car is used to televise the marathon leader.

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Summary of venue television facilities

<i>Sport(s)</i>	<i>Venue</i>	<i>Multilateral program fixed cameras</i>	<i>Multilateral program handheld cameras</i>	<i>Multilateral program special cameras</i>	<i>Positions on unilateral camera platforms</i>	<i>Broadcaster commentator booths</i>
Archery	El Dorado Park	0	2	0	2	0
Athletics	L.A. Memorial Coliseum	11	5	1	20	76
Marathon	Santa Monica College	3	1	5	Press photo	0
Walks	Exposition Park	0	2	0	Press photo	0
Baseball	Dodger Stadium	5	0	1	Press photo	0
semis/finals	(additional equipment)	2	0	0	Press photo	0
Basketball	The Forum	2	3	2	2	28
semis/finals	(additional equipment)	1	1	0	0	0
Boxing	L.A. Sports Arena	4	2	0	5	29
semis/finals	(additional equipment)	0	2	0	0	0
Canoeing/Rowing	Lake Casitas	4	6	0	Press photo	29
Cycling	CSUDH Velodrome	5	2	0	5	23
Indiv. Road Race	Mission Viejo	5	5	4	1	8
Team Time Trial	Artesia Freeway	0	2	0	Press photo	0
Equestrian	Santa Anita Park	4	3	1	5	18
Cross Country	Fairbanks Ranch	9	3	0	Press photo	0
Fencing	L.B. Convention Center	0	2	0	Press photo	0
finals	L.B. Terrace Theater	4	0	0	2	12
Football	Rose Bowl	4	1	0	8	20
semis/finals	(additional equipment)	2	1	0	0	0
preliminaries	Stanford	4	1	0	0	0
preliminaries	Annapolis	0	2	0	0	0
preliminaries	Harvard	0	2	0	0	0
Gymnastics	Pauley Pavilion	11	2	1	4	44
Handball	CSU Fullerton	3	1	0	2	10
finals	The Forum	4	3	0	2	(Basketball)
Hockey	East Los Angeles College	3	2	0	2	14
Judo	CSU Los Angeles	2	1	0	2	16
Modern Pentathlon	Coto de Caza	0	3	0	Press photo	0
Shooting	Prado Recreational Area	0	2	0	Press photo	0
Swimming	USC Swim Stadium	4	3	2	10	47
Diving	USC Swim Stadium	5	4	0	Press photo	45
Synchro. Swimming	USC Swim Stadium	3	2	1	Same as Swim	Same as Swim
Water Polo	Pepperdine University	4	1	1	2	8
Tennis	Los Angeles Tennis Center	3	2	0	Press photo	0
Volleyball	Long Beach Arena	3	1	2	2	20
Weightlifting	Gersten Pavilion	3	2	2	3	14
Wrestling	Anaheim Convention Center	5	0	1	2	22
Yachting	Long Beach Marina	0	3	0	Press photo	0
Totals		122	80	24	81	483

Notes:

(1) Camera totals are higher than actual because of double or triple use of the same piece of equipment; actual totals included 188 cameras.

(2) "Special" cameras included mounts on boats, cars, helicopters and motorcycles among others; also included in this total were panoramic view cameras or ceiling-mounted cameras for Special effects.

(3) "Press Photo" indicates that ENG camera crews from world broadcasters had access to the press photographic positions in the venue.

Post-multilateral program transmission format

<i>Subject</i>	<i>Countdown</i>	<i>Time Span</i>
Competition session ends	45:00-0:00	
Post-session format	0:00-5:00	5:00
Multilateral transmission ends	45:00-5:00	
Post-transmission warning: black	5:00-5:30	0:30
Audio/video identification loop	5:30-15:00	9:30
Post-unilateral segment # 1	15:00-25:00	10:00
Audio/video identification loop	25:00-30:00	5:00
Post-unilateral segment # 2	30:00-40:00	10:00
Audio/video identification loop	40:00-45:00	5:00
Post-unilateral segment # 3	45:00-55:00	10:00
End of post-unilateral period	45:00-55:00	

A designated camera near the venue commentator areas was identified for on-camera unilaterals. On-camera pre-unilaterals at athletics and gymnastics were permitted only during the first segments with segments two and three reserved for transmission of material pre-recorded by broadcasters (usually using portable cameras at the site). Unilaterals between sessions at basketball, road cycling and weightlifting were not always available because of time limitations, and the timing of all post-unilaterals was subject to change because of competition session overruns.

The LAOOC provided areas for licensed broadcasters to bring their own cameras to shoot supplemental coverage to that being provided by ABC. These "world broadcaster camera platforms" varied in size from venue to venue: the largest platforms held space for 20 cameras at the Coliseum. Platform spaces were reserved through the IBC booking office and controlled by the use of armbands issued by the booking office. No charge was made for the use of these platforms. While most broadcasters used portable cameras (also known as Electronic News Gathering or ENG cameras) in these spaces, one broadcaster did mount a fixed (studio) camera on the world camera platform at athletics and at gymnastics. Each platform position, however, was designed to hold an ENG camera with tripod and a crew of three persons. In addition to the world camera platforms, broadcasters used ENG cameras and crews to record on-camera shots of commentators at work in their booths or in the mixed

zone or formal interview areas. Athlete interviews using ENG crews were popular in the mixed zone, where broadcasters had an opportunity to meet informally with competitors immediately after they had finished their events.

ABC's venue operations included not only the necessary in-stadium apparatus to provide the multilateral program feed but also compound areas at each site with trailers and trucks housing mobile production units and other equipment. Typical larger venue compounds included:

- Multilateral production trailer(s)
- Unilateral production trailer(s)
- Video taping and graphics trailer
- Space for production trailers ordered by other licensed broadcasters
- TV broadcasters' engineering and operations trailer
- TV power generator truck
- TV utility or office trailer
- Catering truck and eating area
- Temporary restroom facilities

The telephone utilities involved also located their trailers in the TV compound since they worked so closely

with ABC in the transmission of the site-produced signals to the IBC or UBC. Telephone equipment, office, power, service and utility trailers were usually present at the larger sites. Radio requirements often included production trailers and at some sites, satellite uplink dishes and trailers, usually joined by an additional power generator truck. A few venue compounds had platforms for microwave links.

The following sections describe briefly the facilities available at each site for broadcast.

Archery

This venue was covered by summary only. Two ENG cameras were assigned and covered the top five competitors for men and women. Requests for coverage of specific individuals were honored whenever possible with unedited footage available at the IBC on the following day.

Athletics (Coliseum)

Multilateral coverage included separate units for track events and field events. Track events were covered by eight fixed cameras and one ENG camera. One of the fixed cameras was mounted in the basket of a 215-foot high crane overlooking the west (closed) end of the Coliseum. Two fixed cameras and the ENG camera were positioned on the field, with the remainder in the seating area. All track events were fed to the IBC on one line, while two lines were available for field

events. Four fixed and four ENG cameras were available for field event coverage. While all four of the ENG cameras were located at the field level, two were allowed onto the infield area. The compound for athletics included 24 trailers with nine dedicated to world and/or ABC audio and video production for television offices for broadcast operations and engineering, commentator control, graphics control, production, RF systems, a tape library, and two utility trailers. One trailer was used for radio production and another for satellite control (and adjoining satellite dish). Three trailers were used by world broadcasters for their own unilateral production, and additional trailers were present for power supply and food service. The telephone utilities had a smaller compound adjacent to ABC's with four trailers-equipment, office, service and utility.

Athletics (Santa Monica College/Marathons)

A world coverage unit with three fixed cameras and one handheld camera was available. The handheld camera was assigned to the starting line area. Another handheld camera was loaded on a custom-made flatbed truck for world coverage, and an electric

motorcycle with sidecar was used with a handheld camera. A helicopter was also equipped with one camera. Camera outputs from the flatbed truck, motorcycle and helicopter were all transmitted by microwave. ABC also mounted two fixed cameras along the course on top of buildings.

Athletics (Walks)

The start and finish was covered by the Coliseum cameras, with the out-of-stadium portions covered by ENG cameras recording tape. World broadcasters desiring specific road coverage could request it, and the taped material was delivered to the IBC on the following day.

Baseball

No multilateral coverage was produced here, but ABC covered all games. For preliminary games from 31 July to 5 August, five fixed cameras were used, with one located on the infield level in a photographer's well on the third-base side. For semi final and final games on 6-7 August, two additional fixed cameras were added, with one located in the photographer's well on the first-base side and another on the field level behind home plate. A wide-angle ambience camera was fixed to the tower at the top of the elevator roof, looking down on the stadium. Signals from this camera were transmitted to the UBC via microwave and did not utilize the on-site compound.



9 At boxing, the international broadcaster commentator positions were elevated.

Television and Film Operations

Basketball

One line emanated from The Forum for multilateral broadcast use. For preliminary games, two studio cameras, three handheld cameras and two special cameras were used. Both fixed cameras were located in the seating area, while the three ENG cameras were distributed to each end of the court and behind the sideline where the team benches were located. One of the special cameras was located on one of the backboards and the other provided wide-angle views of The Forum from the hotel rooftop across the street. Two additional cameras were added for the semi final and final games: one fixed camera located at the top of The Forum grandstands and one handheld camera located on the floor.

Boxing

One multilateral line was available at this venue. For preliminary bouts, four fixed cameras were located in the stands, including one wide-angle camera near the top of the Sports Arena. Two handheld cameras were used: one at ringside and one at the mouth of the dressing room.

Canoeing and Rowing

One multilateral line was arranged at Lake Casitas. The multilateral feed was produced from four fixed cameras and six handhelds, with coverage originating from stations on the lake, facing toward the shoreline. ABC covered each phase of the course beginning with handheld cameras on the start platform and on the roof of the aligner's hut at the start line. Additional cameras were mounted on houseboats at the 500m, 1,000m and 1,500m marks, and a fixed camera was stationed on a platform at the finish line. Handheld cameras were also mounted on moving boats specially built to minimize wake. One fixed camera was located on the shore on a platform and a handheld camera roamed the shoreline near the award ceremonies area. The latter camera performed double duty capturing the award ceremonies and interviews with canoeing participants. Underwater cabling was present all along the course and required some vigorous installation work over a four-day period.

Ceremonies (Opening)

One line was available for multilateral coverage of the Opening Ceremonies. Eleven studio cameras, six handheld cameras and two special cameras were available. Eight of the fixed cameras were located in the stands, usually over spectator exits. Three studio cameras were placed at the field level, with two on tracks on the grass areas outside the running track on the west and south ends of the Coliseum.



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A handheld camera was placed just outside the running track near the tunnel for the entrance of the athletes. Two other handheld cameras were on the infield, two more in the stands for coverage of celebrities attending the Opening Ceremonies and in the box occupied by the President of the United States, Ronald Reagan. A special camera was mounted on a helicopter and on a giant lighting tower used by the LAOOC. The latter camera captured a scenic view of the Coliseum's Olympic torch with the downtown area of Los Angeles in the background. All broadcaster personnel on the field level were required to wear the LAOOC's page costume in order to maintain the visual consistency of the ceremony.

Ceremonies (Closing)

Eight studio cameras, three handheld and three special cameras covered the ceremonies, with coverage of the closing transmitted on a separate line from the one used to cover the men's marathon. Eight other cameras covered the finish of the men's marathon: four fixed cameras—three in stands and one on the field level—and four handheld cameras on the field level. Most of the Closing Ceremonies cameras were positioned either in the stands (four fixed and one unmanned special camera), on the field level outside the running track (one fixed camera), or on the infield (two fixed cameras on the stage lighting towers and three handhelds which roamed). One fixed camera was also placed in a crane overlooking the west end of the Coliseum and a special camera was mounted on a light pole high up on the Coliseum rim. The final multilateral camera was positioned in a helicopter.

Cycling (Mission Viejo/individual road race)

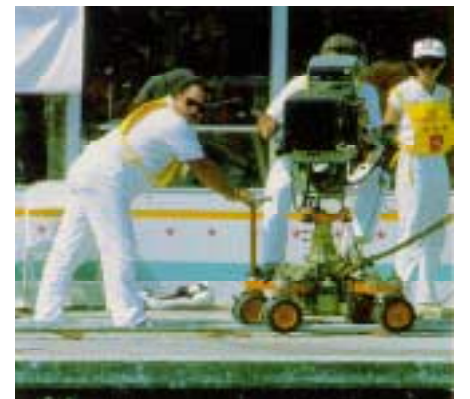
One VANDA (video and audio) circuit was used for the multilateral coverage. Multilateral cameras included five studio cameras, five handheld cameras, two cameras mounted in helicopters and two cameras mounted on motorcycles. Of the five studio cameras, two were stationed on platforms, two were suspended from giant cranes overlooking the course and one was positioned on a steep hill. Of the five handheld cameras, two were assigned to work in the start/finish line area, two were on platforms and one was airborne in another crane. Two small cameras were mounted on motorcycles and two cameras were mounted in helicopters; the second helicopter camera was used when the primary unit was refueling.

Cycling (Artesia Freeway/team time trial)

This event was covered via taped summary. Two handheld cameras were used in conjunction with motorcycle equipment used at Mission Viejo.

Cycling (Velodrome)

One line for multilateral coverage was present at the Velodrome. Five studio cameras were placed either in the grandstand area (four) or on the infield (one). The two handheld cameras for multilateral coverage were split, with one on the infield near the start/finish line and the other outside and above the track on the concourse level.



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10 An ABC cameraman and microwave technician (upper left) dress in pioneer spirit costumes to be less conspicuous while filming Opening Ceremonies.

11 ABC crews are recognizable in their LAOOC page costumes on the pool deck at swimming.

**Equestrian
(Fairbanks Ranch/endorance portion
of the three-day event)**

One line for ABC's unilateral coverage was arranged at Fairbanks Ranch. However, world broadcasters had access to this feed and could use it for their own purposes. Nine studio cameras were present along with three handheld cameras. The cameras were arranged across the course and could cover the start and finish and 29 of the 33 fences/obstacles. Although most of the cameras were mounted in platforms, a handheld camera covered the picturesque "Western Town" and a ground level camera was used for the water jump.

Equestrian (Santa Anita Park)

One line for multilateral program transmission was installed for equestrian at Santa Anita. Seven cameras (four studio cameras and three handhelds) covered the show jumping competitions, with four studio cameras and one handheld (five total) for dressage. For jumping, three fixed cameras were mounted in the grandstands, with one on the ground level shooting into the tunnel leading to the collecting ring. Handheld cameras were in the jumping ring (two) and the collecting ring (one). To ensure that the camera operator did not interfere with the competition, the cabling had to be placed in a pre-dug trench and federation and LAOOC officials approved the dress of the camera operator so as to be consistent with the color scheme of the field of play. For dressage, three fixed cameras were placed in the grandstand area, with another on the ground level between the ring fence and seating area. For all events, a side-angle camera was placed on the roof of the Santa Anita grandstands for panoramic views of the venue and the San Gabriel Mountains. When competition was not scheduled at Santa Anita, this view was transmitted for broadcaster's use at the IBC.

**Fencing (Long Beach Convention
Center Exhibition Hall)**

Coverage of preliminaries was by taped summary of unilateral requests from broadcasters only. Two handheld cameras provided coverage of matches requested through the IBC booking office. Not more than three matches could be booked and match coverage was limited to ten minutes. Unedited playback of this material was transmitted from the production trailer unit used for fencing between 1915 and 1950 hours daily. Fencing coverage did not contain graphics.

**Fencing (Long Beach Convention
Center Terrace Theater)**

Fencing finals were covered live and in their entirety; one feed was available via satellite for multilateral coverage transmission. Four studio cameras provided coverage; two were located in the seating area and two were on the stage at each end of the piste. These piste-level cameras were hidden by the curtains at each side of the stage.



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Football (Rose Bowl)

One line for multilateral coverage was available at all times. Preliminary games were covered by four studio cameras (all in the stands) and one handheld camera at the field level. Semi final and final match coverage was augmented by two additional fixed cameras on short platforms behind each goal and a handheld camera roving the team bench sideline area.

Football (Stanford Stadium)

One line for multilateral coverage was available from this venue and all games were presented live. Four studio cameras were mounted in the stands (two overlooking midfield and one behind each end line) and one handheld camera roamed the sidelines.

Football (Annapolis and Harvard)

These venues were covered by taped summary only. Two cameras were used at each site, recording a high view from the midfield area and a high view from behind one end line. Summaries varied in length, but were usually 10–15 minutes long. Editing was done prior to shipment (by air) of both the master tape and the summaries to Los Angeles for one-day-later distribution at the IBC. Summaries did not contain any graphics, but did come with descriptive notes to aid broadcasters.

Gymnastics

Two lines for world coverage were available from gymnastics. In all, there

were 11 fixed cameras, two handheld cameras and a small camera mounted on the steel ceiling grid at Pauley Pavilion directly over the pommel horse (men)/balance beam (women). Seven of the fixed cameras were stationed at raised positions above the podium level, with two on the floor level on short tripods to cover the floor exercise mat and two on the floor for the beginning and landing of vault performances. Handheld cameras were deployed on the floor level and covered the high bar (men), pommel horse (men), rings (men), balance beam (women) and uneven parallel bars (women). Coverage of rhythmic gymnastics used six fixed cameras and three handhelds for the multilateral feed. Three were stationed for direct views of each of the three mats and two were placed on short tripods on the floor level at the far ends of the mats. Another fixed camera was placed midway up into the stands at approximately the midpoint of the center mat. Handheld cameras were placed at the corners between mats 1–2 and 2–3 and at the athlete entry/exit point from Pauley Pavilion.

Handball (Cal State Fullerton)

Coverage of preliminary matches was transmitted on one line from the venue to the IBC for multilateral coverage. Three studio cameras and one handheld covered the action at CSUF, with two fixed cameras at an elevated position on one sideline and the third on a raised platform behind one end line. The handheld was used as a roaming camera all around the court.

12 Camera crane puts ABC cameraman directly behind divers on the 3-meter spring board.

Handball (The Forum)

One line was available as at basketball. Seven cameras (four fixed and three handheld) were used, with the fixed cameras in the stands and the handheld cameras stationed on the floor level.

Hockey

One line, for multilateral coverage only, was available from the hockey venue at East Los Angeles College. Three studio cameras were used in conjunction with two handheld cameras. Two of the fixed cameras were placed high atop the sidelines, at roughly the midpoint of the field. The other fixed camera was placed on a 15-foot-high platform behind one of the goals. The two handheld cameras were used on each side of the team benches for sideline color coverage.

Judo

One line for multilateral coverage was available. Two studio cameras and one handheld were used at California State University, Los Angeles' Eagle's Nest Arena. One fixed camera was mounted on a platform bisecting the mat from behind the world commentator's booth area. The other fixed camera and the handheld camera were mounted on pedestals at the corners of the mat. The production trailer for judo was moved from cycling duty at the Velodrome following the conclusion of that sport on 3 August. The first judo matches were held on 4 August.

Modern Pentathlon

A taped summary was compiled. Events were recorded by three or four handheld cameras, as necessary. The edited summary, which contained graphics, was transported by helicopter to the UBC and was transmitted to the IBC at an agreed time each day. Requests for coverage of individual competitors or teams were honored whenever possible. The tapes of the requested performances were made available at the IBC on the day after the competition took place.

Shooting

A taped summary was prepared. Two handheld cameras were used, covering the ranges used each day and awards ceremonies. The unedited tapes were transported by helicopter to the editing facility at the Long Beach Convention Center compound for fencing. Summaries were five to ten minutes long and contained graphics. The summaries were transmitted to the IBC by 2030 hours each day. Requests for coverage of individuals or teams were honored where possible, with the unedited tapes available the day after the competition at the IBC.

Swimming (University of Southern California/Swimming-Diving-Synchronized Swimming)

One line for multilateral coverage transmissions was available. Swimming competitions were covered by four studio cameras, three handhelds and two special cameras. Three studio cameras were mounted high up in the stands and overlooked the pool. One camera was used on a track placed approximately five feet away from the pool edge and moved with the swimmers from end to end. Handheld cameras were placed on the deck at the start/finish and flip turn sides and in an underwater window at the flip turn side. Special cameras were placed in another window at the start/finish side and on top of the giant Webb Tower building overlooking the entire competition complex. Multilateral diving coverage was compiled from five studio cameras, four handhelds and the special camera on Webb Tower. One camera was on a track opposite the diving boards and moved directly in line with whichever board was being used, for a head-on view of the diver. Four other studio cameras were mounted, either on cranes or lifts, to move to the height of the three-meter springboard or ten-meter platform. Two handheld cameras were placed on the diving well deck, one on a movable lift behind the board or platform, and another in the diving well itself, with an underwater operator equipped with frogman gear. Multilateral coverage of synchronized swimming included three studio cameras, two handhelds and the Webb Tower overview camera. Two studio cameras were located in elevated positions, with one on a track alongside the swimming pool. Handheld cameras were positioned at an underwater window and underwater with a frogman operator.

Swimming (Pepperdine University/Water Polo)

One line for multilateral program use was installed. Four studio cameras were used along with one underwater handheld camera (with frogman operator) and one special camera to provide a scenic panorama of the Pepperdine campus and the nearby shoreline of the Pacific Ocean. Three fixed cameras were positioned in the stands showing the entire field of play. One camera was placed on a track behind the referee's walkway and judges' table and rolled along with the action.

Tennis

Facilities for gymnastics were used for tennis and the multilateral picture was transmitted on one of the gymnastics lines. Three studio cameras were used with two handheld cameras. Two studio cameras were mounted on

platforms elevated above the court level and one studio and the two handheld cameras were located on the sidelines.

Volleyball

One line for multilateral program use was available. The multilateral program was compiled from three studio cameras, one handheld and two special cameras. All of the studio cameras were mounted high above the courtside, while the handheld was located on the court level along one sideline. One of the special cameras provided a court view from directly overhead and was mounted on the covered arena scoreboard above while the other was positioned outside the arena and transmitted panoramic views of notable Long Beach sites, including the H.M.S. Queen Mary and the hangar for the giant airplane known as the "Spruce Goose."

Weightlifting

One multilateral program line was available at this venue. Three studio cameras, two handhelds and two special cameras were used. The studio cameras were located at the back of the arena to shoot the lifter head-on and at both corners of the platform in front of the competitor. Handheld cameras were stationed in the warm-up area, moving in behind the lifter as he ascended onto the lifting platform. A small camera was mounted directly over the lifter for an aerial view, and another special camera was located near the pavilion roof for a panoramic view of the competition and spectators.

Wrestling

One line was available for multilateral use. Five studio cameras and one special camera were used. The studio cameras were positioned in elevated locations in front of each of the three mats and on the floor level between mats 1-2 and 2-3. A special light-weight camera was mounted high up in the arena to give an overall view of the competition area and spectator seating.

Yachting

This venue was covered by summary only. Handheld cameras were positioned to cover each of the four courses as necessary. Three slips were reserved for ABC boats used to follow the competition. The summaries were compiled at the Long Beach summary center (at fencing) and transmitted to the IBC, usually before 2100 hours daily. Summaries were 5-10 minutes in length and contained graphics.

32.03.4

Reflections on operations by the host broadcaster

ABC's exhaustive efforts in the venues provided the basis for worldwide viewing of the Games. Licensed broadcasters relied on ABC's basic feed to cover the competitions and were able to produce a record number of hours of Olympic broadcasts for their viewers. Several nations reported all-time viewership records for any kind of televised event in their country, while others noted that their Games telecasts set new records for viewership of a sports event. ABC was able to marshal a seemingly endless amount of equipment for use across the venues and transmitted a clean picture for easy use by the broadcasters. In future Games, the following items should be noted:

- The separation of the international and unilateral broadcast centers was worthwhile. Foreign broadcasters were able to work in a facility and were with staff who were dedicated to their needs only.
- Care must be taken in the division of responsibility between the organizers and host broadcaster in the provision of technical services to the worldwide broadcast community. For example, the LAOOC agreed to provide its licensed broadcast partners with the signal as produced by ABC and delivered to the IBC. Unfortunately, these provisions did not clearly define the responsibility for signal synchronization, amplification and intra-IBC distribution. These functions were performed at a central location within the IBC commonly referred to as the "distribution center." All signal users, including the LAOOC (for its transmission to the Main Press Center), eventually agreed to pay a share of the costs.
- Considerable confusion was caused by a misunderstanding of the nature of multilateral and unilateral broadcasts. The multilateral program, having many elements including all active venues at any one time, was offered to broadcasters for their own use. Viewers in other nations saw the Games through this feed which was presented without announcers, commentary or commercial advertising and onto which the broadcaster in their nation overlaid its own announcements, broadcast commentary, commercials and other unilateral elements. Similarly, ABC's own unilateral broadcast featured coverage meant for United States viewers and reflected U.S. interests. It should be noted, then, that the

requirement for balanced presentation and wide scope is the key to proper presentation of the multilateral program, but has little to do with any host broadcaster's unilateral feed in terms of their responsibility to other broadcasters to provide basic coverage of the Games. ABC's multilateral operations successfully fulfilled their obligation to provide the basic coverage for all nations of the Games of the XXIIIrd Olympiad.

- Key to the success of the venue television operation of any host broadcaster is the close working relationship that they develop with the organizers. ABC's relationship with the LAOOC became better as the Games approached and both sides endeavored to enable the other to succeed. Care must be taken early to assure that broadcaster requests for information about architectural layout, compound and power locations, lighting and seating charts are met with precision. The bulky nature of television production equipment requires substantial planning and must fit together with other organizational elements not always known or understood by the host broadcaster. Close liaison will be achieved in mutually beneficial areas that eliminate unnecessary construction and installation difficulties.

32.04 Television Operations by the LAOOC

32.04.1 Concept and goals of world broadcaster liaison

Although the primary group responsible for the provision of broadcaster services was ABC, the LAOOC also had responsibility for several areas involving the world broadcast community. ABC's mandate was to provide the basic feed and the associated central (IBC) and venue technical services required for worldwide broadcast of the Games of the XXIIIrd Olympiad. Even so, this left many other matters for the broadcasters to arrange and most of them were taken up with the responsible group, the LAOOC.

Broadcaster needs for accreditation, accommodations, hiring of local staff, interviews with athletes, space for commentator positions and unilateral

camera platforms, transportation and parking and other items could only be met by the Organizing Committee. The LAOOC met with each group individually during the pre-Games period and also presented lengthy reports to the Olympic Broadcasters' Advisory Commission (OBAC) during each of its three meetings in Los Angeles in May and September 1983 and in April 1984.

During the Games, the LAOOC stationed personnel at most of the sites to assist in liaison among the broadcast community, host broadcaster and the LAOOC. In addition, a small group was formed at the International Broadcast Center to work with the broadcast groups headquartered there.

The Television Operations Department was formed at a late date, in June 1983. One person was hired as the department manager with responsibility for:

- Facilitating and managing the operations of the host broadcaster, ABC
- Acting as liaison among the LAOOC's licensed broadcasters and facilitating their requests for action and information
- Facilitating and managing the operations of the producers of the official film, Cappy Productions
- Identifying and managing (with Press Operations) all non-rights-holding broadcasters who might effect Games operations

Previous management of the logistical needs of the broadcasters (ABC and otherwise) was handled by the Press Operations group, which continued to provide some services which it was already providing for the written press.

The first six months of effort in the TV Operations Department consisted largely of: determining the broadcaster and filmmaker requirements for camera and commentator locations, need for mobile unit compounds at the venues, key dates and timelines for installation of technical equipment and the dissemination of information and policies of the LAOOC to the broadcast community. In January 1984, an assistant manager was hired, and between January and June, additional personnel were hired to manage the LAOOC's liaison station with the world broadcasters at the IBC and to work with the producers of the official film. Detailed drawings were compiled and disseminated regarding camera, commentator and compound placements for each site. Venue television coordinators were selected in the period of March to July 1984 and were responsible at each site for overseeing the operations of the host broadcaster, the LAOOC's licensed broadcasters and filmmaker.

The Television Operations Department was headquartered during the Games period at the Main Press Center. Its office, open from 0700 to 2300 hours from 14 July-12 August, acted as a clearing point for information and a resolution point for questions relayed from the venues or IBC. Members of the Television Operations group were present in five-hour shifts and spent the remainder of the time at the venues in order to provide direct contact and liaison with the broadcast groups.

32.04.2 Areas of responsibility

Especially in the liaison between the LAOOC and the host broadcaster, ABC, the Television Operations Department played the key role in maintaining good communications between broadcaster and the Organizing Committee. Since all incoming broadcaster questions and requests were routed through the department, the TV Operations staff was able to answer some questions immediately, eliminate unreasonable requests where raised and take up with persistence the remaining areas to be worked out. This approach streamlined communications with broadcasters considerably and brought all of the requirements of television to a central point within the Organizing Committee.

The major areas which were discussed between the broadcasters and the LAOOC included:

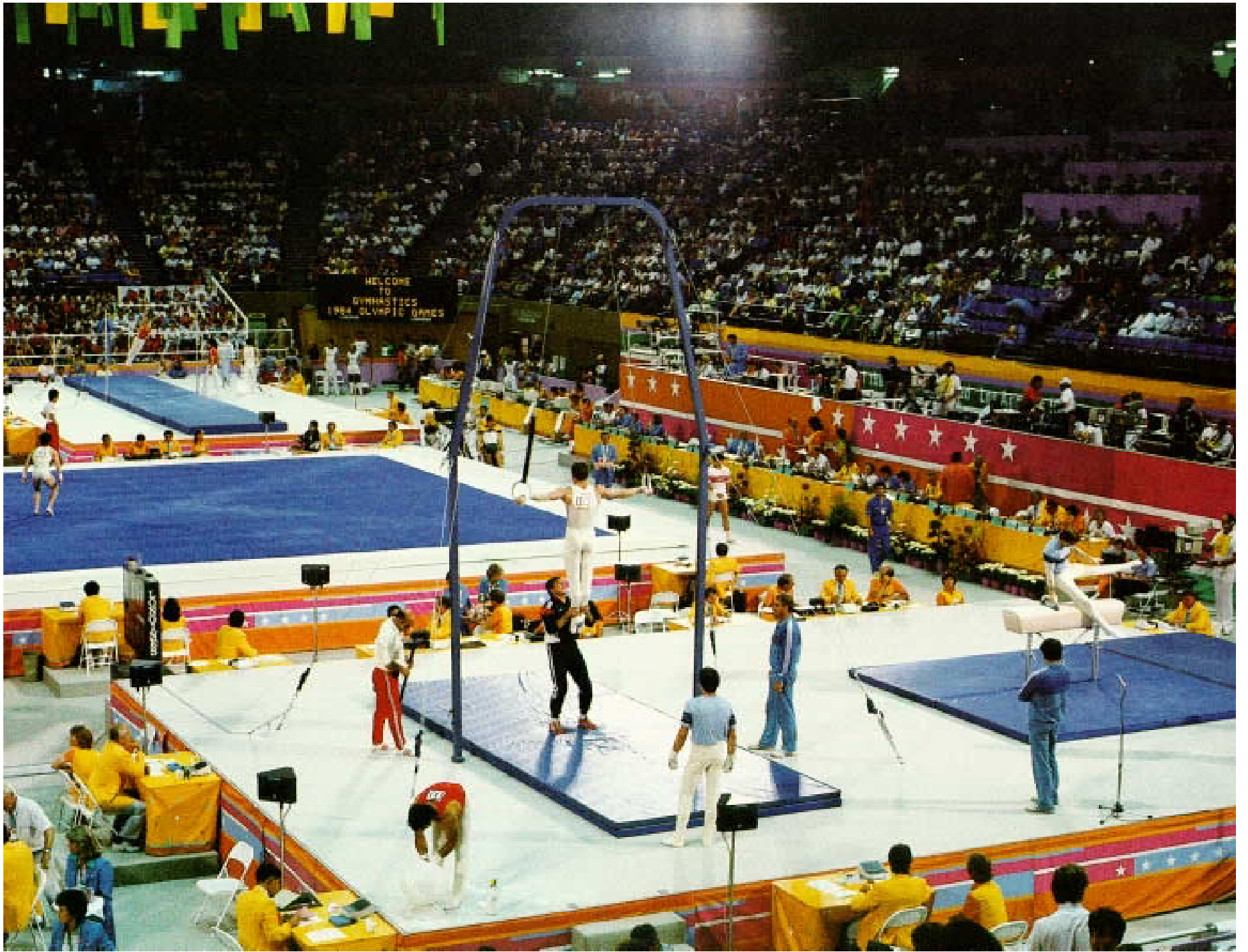
- Access dates for venue construction
- Access to athletes for interviews
- Access to compound areas for equipment and personnel
- Accreditation
- Cabling in the venues
- Camera placement locations
- Commentator position locations
- Construction costs and design
- Customs arrangements
- Event scheduling and timing
- Health services at the IBC
- Hiring of local, part-time staff
- Lighting
- Mobile unit compound locations
- Power
- Results and other information services
- Tickets
- Transportation
- Vehicle parking

32.04.3 Accreditation

Accreditation was handled by the Press Operations Department which was already providing the same services to the written media. Broadcasters were provided with accreditation forms to fill out in August 1983 or after an exclusive-rights agreement had been signed. Forms were due back in February 1984, unless the rights agreement was signed later. The number of forms given to each broadcast group depended on its individual needs for personnel in Los Angeles.

Broadcast personnel were given only three pages of the ten-page form provided to written media. This was because the nature of activity for each person was part of the overall production plan of the broadcaster involved and not subject to the whims of the individual. Thus, information about the activities of the person filling out the form was irrelevant and information was requested only about the applicant's personal background, identification of his broadcaster-employer and authorizing signatures. The Press Operations group maintained a strict policy against the accreditation of non-working personnel such as children. Three forms were rejected for applications made on behalf of children under the age of 16.

Applicants who met basic criteria such as age were classified by function as suggested by the accreditation categories listed in the Olympic Charter. Categories for electronic media listed in the Charter included "EC" for broadcast commentators, "ES" for auxiliary personnel and "ET" for technical staff. The LAOOC, in agreement with the broadcasters, changed these categories slightly. The "EC" cards were used for any broadcast personnel who required permanent access to a commentary position in the venues. This included not only commentators, but also researchers, statisticians and stage managers. Staff performing these functions required identical access, and it made little sense to classify them any differently. However, to identify which "EC" card-holders had access to individual commentator positions in the venues, ABC distributed individual commentator position numbers to specify commentator-booth occupants. These tags were distributed through the booking office at the IBC. "EC" card-holders were entitled access to the formal interview and mixed interview zones at all venues as well as the Main Press



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13 Host broadcaster and international broadcast-feed camera positions at Pauley Pavilion were located above the still photo positions and competition staff area.

Center and venue press sub-centers. Holders of "EC" cards were also allowed to sit in any unoccupied press seats at the venues when they were not working in their commentary positions.

"ES" card-holders were classified in the Charter as "auxiliary personnel" including machinists, messengers and sound technicians. The access privileges of these personnel were identical with those holding "ET" badges, so the category of technical staff was expanded to include drivers, messengers and support staff for broadcasters. The "ES" category was reformed to meet the needs of administrators, directors, producers and other supervisory personnel whose decision-making authority was not immediately obvious from their accreditation as commentators ("EC") in prior Games. The new "E"-supervisor category helped the LAOOC to identify team leaders from broadcast groups in each venue and to deal directly with them in resolving problems or questions at each site. All "ES" badge-holders had the same access privileges as those holding "EC" badges. Holders of "ET" badges included construction workers, drivers, food service personnel, messengers and all other technical staff. "ET" card-holders had access privileges at all venues, including the formal interview and mixed interview zones, the Main Press Center and all venue press sub-centers. "ET" cards also allowed access into the press seating areas at all venues but did not allow seating privileges. Typically, "ET" card-holders delivered messages or repaired equipment in the press seating areas and then left.

With the holders of "E"-category accreditation badges of all kinds numbering 8,700, ABC was concerned about the number of people that could be accommodated (or had legitimate business) in the International Broadcast Center, Unilateral Broadcast Center or the venue television compounds. Controls were instituted to restrict access to those who needed it. Entry to the International Broadcast Center was limited to those holding "EC" "ES" or "ET" cards only or a special IBC-only card prepared by ABC. This restriction required re-badging of some broadcast personnel who had claimed journalist status on their applications and had been issued a category "EE" (journalist) badge by

the LAOOC. Unilateral Broadcast Center-only badges were required for access there, regardless of whether the LAOOC had issued an "E"-category accreditation badge. Access to the venue compounds also required a special "Compound" tag from ABC which was the same for all venues. After the accreditation forms from the LAOOC had been completed and returned, the appropriate designation was assigned and Olympic identity cards were prepared. These cards were sent to the broadcaster concerned and distributed internally to its personnel coming to Los Angeles. Olympic ID cards for broadcast personnel from ABC or the EBU were given beginning two-character codes of 02 or 03, with 01 assigned to all print media and 04 assigned to all other broadcast personnel. The special coding on the ABC and EBU cards allowed them to bypass the accommodations and finance lines since their accommodations, insurance, parking and all other financial matters had been taken care of ahead of time by their respective groups. ABC and EBU personnel thus went directly to the accreditation badging stations, presented their identity cards and were given Olympic credentials. Other broadcasters had varying responsibilities for payment and were checked through the accommodations and finance processing station and given "zero balance" slips to indicate that they owed no additional payments. Once they had been given these slips, they moved to the accreditation stations for issuance of Olympic accreditation badges. Substitutions of personnel were made during the pre-Games period and even during the Games themselves, since some broadcast personnel did not come to Los Angeles or had to be sent home because of illness.

The actual accreditation process began on 4 July 1984 at the IBC where the LAOOC set up a small accreditation center to process individuals already in possession of their Olympic ID cards and for whom an accreditation badge had already been made. This service continued through 10 July and was



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simply a convenience station for those personnel who had come early. A total of 381 badges were issued during this time. All other processing was done at the Main Press Center, where substitutions and new applications could be processed as well. In all, 331 last-minute applications were accepted, including 200 from ABC and 82 from the EBU (70 of these 82 were local staff). ABC assisted with this late flood of applications by providing personnel to input information to the accreditation computer.

Special restrictions during the Games pertained to field of play access and to five instances of entry by special tickets. To keep the number of persons near the field of play to a minimum, the LAOOC required that those working on that level obtain bibs (vests) identifying them as personnel from the "host broadcaster," the only group with a need for such access. The number of persons allowed near the field of play was agreed upon between ABC and the LAOOC and the appropriate number of bibs was issued, with some spares for emergency repairs and substitutions. Ticketing was instituted only for those events where restricted entry was required to limit the number of press and broadcast personnel present to the number of seats available. These events were limited to the Opening and Closing Ceremonies and the final sessions of basketball (men only) and

14 International broadcast commentator and elevated camera positions at judo.

Television and Film Operations

Accreditation summary for rights-holding broadcasters

Area/Group	Nation	Broadcaster	EC/EE	EP	ES	ET	Country totals	Group totals
Africa/URTNA	NGR	URTNA/NTA	5	0	2	5	12	
ASBU	SAU	Saudi Radio/TV	4	0	1	5	10	
Australia	AUS	ABC Radio/Network 10	64	0	11	56	131	
Canada	CAN	CBC-CTV-TVA	176	0	12	119	307	
China	CHN	CPB-CCTV	8	0	3	1	12	
EBU	AUT	ORF	14	0	1	10	25	
EBU	BEL	BRT-RTBF	17	0	3	4	24	
EBU	DEN	Denmark Radio	23	0	4	12	39	
EBU	ESP	RNE-TV3-TVE	34	0	1	25	60	
EBU	FIN	YLE	26	0	3	13	42	
EBU	FRA	A2F-EUR 1 -RFF- 1-		0				
EBU		RMC-RTL-TF1	51	0	0	44	95	
EBU	FRG	ARD-ZDF	131	0	8	70	209	
EBU	GBR	BBC-ITV	102	1	16	70	189	
EBU	GRE	ERT- 1	9	0	3	1	13	
EBU	HOL	NOS	31	0	0	15	46	
EBU	IRL	RTE	17	0	1	2	20	
EBU	ISR	IBA	18	1	1	12	32	
EBU	ITA	RAI	55	0	0	24	79	
EBU	LUX	RTL	2	0	0	0	2	
EBU	MON	RMC	1	0	0	0	1	
EBU	NOR	NRK	18	0	1	50	24	
EBU	POR	RDP	1	0	0	0	1	
EBU	SUI	RTP-SRG-SSR-TSI	33	0	2	11	46	
EBU	SWE	SR	38	0	2	15	55	
EBU	TUR	TRT	7	0	1	0	8	
EBU	YUG	JRT	12	0	2	1	15	EBU:
EBU	Various	EBU/Operations Group	47	0	8	118	173	1,198
Hong Kong	HKG	TVB Ltd.	3	0	1	2	6	
Japan	JPN	LAOJP	96	0	11	38	145	
Korea	KOR	KBS/Seoul	31	8	5	7	51	
New Zealand	NZL	BCNZ	27	2	2	8	39	
OIRT	BUL	Radio/TV	2	0	0	0	2	
OIRT	GDR	Radio/TV	4	0	0	5	9	
OIRT	HUN	Radio/TV	7	0	0	2	9	
OIRT	POL	Radio/TV	3	0	0	0	3	
OIRT	TCH	Radio	3	0	0	0	3	OIRT:
OIRT	Various	OIRT/Operations Group	0	0	1	2	3	29
OTI	BRA	Bandeirantes-RR-						
OTI		Globo-Manchete	71	0	3	89	163	
OTI	CHI	Chile TV	4	0	0	4	8	
OTI	MEX	Channel 13-Televisa	50	0	1	73	124	OTI:
OTI	Various	OTI/Operations Group	0	0	6	2	8	303
Philippines	PHI	Kanlaon BSP	12	0	3	4	19	
Puerto Rico	PUR	Telemundo	7	0	2	2	11	
United States	USA	ABC (host) Radio	39	0	30	20	89	USA:
United States	USA	ABC (host) TV	131	8	323	1,852	2,314	2,410
United States	USA	Westwood One Radio	5	0	0	2	7	
Totals			1,439	20	474	2,750	4,683	

Key:
 EC/EE denotes commentators and others working in venue broadcast booths
 EP denotes still photographers
 ES denotes administrative and supervisory personnel
 ET denotes technical personnel

boxing (both sessions). Tickets were provided for commentator positions, world unilateral camera platforms, official film personnel and a limited number of electronic media observers sitting in the press section. Observer tickets totaled 150 for electronic media for the Opening Ceremonies and somewhat less for the Closing Ceremonies. Basketball tickets for electronic media observers numbered 30, and 20 were available for each session of boxing.

The accreditation process was generally successful. Although the Charter quota for broadcast personnel was 4,200 (800 "EC"s and 3,400 in the "ES"/"ET" categories), the actual total, including the official film, was 4,683. The largest user of accreditations was, of course, the host broadcaster-ABC-which had 2,314 persons accredited for its television operations plus 89 for radio. The EBU was second with 1,198, and no other broadcaster had more than 310. The breakdown by function was the key to ensuring that sufficient room existed in the venues for those accredited: if the number of "EC" (commentator) and "ES" (supervisor) badges was manageable, then crowding would not occur. A total of 1,439 "EC" badges and 474 "ES" badges were distributed as well as 20 photographers and 2,750 technicians ("ET"). Despite this higher number, the lower than expected total of press accreditations kept the overall number manageable.

32.04.4 Housing

Broadcaster groups made housing one of their primary concerns immediately after signing exclusive-rights agreements with the LAOOC. Many were worried that without quick action, substantial difficulties in arranging suitable accommodations would arise. While the host broadcaster needed to spread its personnel across the area where the venues were located, most of the foreign broadcasters wanted to stay as close as possible to the International Broadcast Center in the Hollywood area. The LAOOC agreed with each broadcaster to provide housing assistance in the location and reservation of rooms from the LAOOC's own inventory of rooms reserved for use by the Olympic Family.

Pricing assistance was provided through the LAOOC's agreements with the hotels in which it had reserved rooms to hold their rate levels to those charged during the first six months of 1984. These "rack rates" were published rate levels which were available to off-the-street customers. Each of the LAOOC's hotel agreements included this clause to protect the

LAOOC's guests against short-term increases in rates for the Olympic period.

With the exception of two smaller broadcasters who dealt with the LAOOC through the Press Operations Department for their housing needs, broadcasters were not issued individual confirmations as was the press. Broadcasters which had purchased exclusive rights as groups were dealt with as groups for the allocation of and agreement to accommodations, with a resultant rise in the effectiveness of communications as well as a savings in time.

The largest user of hotel accommodations was the host broadcaster. ABC-TV's needs were met with 2,336 rooms spread over ten hotels, with another 195 rooms used by ABC Radio. The largest block was reserved in downtown Los Angeles (747), with 45 in the Hollywood area near the IBC and UBC, 400 in the Beverly Hills area (near gymnastics and tennis), 290 near the airport (near basketball, cycling and weightlifting), 145 in Pasadena (equestrian and football), 130 in Long Beach (four sports), 95 in the Anaheim region (handball, modern pentathlon and wrestling) and 78 near Lake Casitas (canoeing and rowing). ABC Radio took rooms in downtown Los Angeles, in Hollywood and in Long Beach.

Other broadcasters had a strong interest in the Hollywood area, close to the International Broadcast Center. Groups which signed agreements at an early date generally had better opportunities to choose their accommodations. The European Broadcasting Union reserved 774 rooms, most of which were in the Hollywood area. Network Ten from Australia used 231 rooms and the Australian Broadcast Commission (radio) used 22. Japanese broadcasters reserved 102 rooms and the OIRT group was the other user of more than 100 rooms with 114. Reservation of rooms near the IBC was difficult because of the limited number of rooms in the area. If suitable accommodations located in the IBC area were not available, the preferred second choice (in some cases, first choice) was the downtown Los Angeles area. The following describes the location of the rooms used by foreign broadcasters:

Broadcaster hotel room distribution

Area/Hotel	Rooms	Rates
Downtown Los Angeles: (861/53.2 percent)		
Ambassador Hotel	147	\$136
Hyatt Regency Los Angeles	2	170
Hyatt Wilshire Hotel	292	111
Los Angeles Hilton Hotel	320	124
New Otani Hotel and Gardens	100	119
Hollywood area and adjacent: (564/34.9 percent)		
Holiday Inn/Hollywood	268	105
Holiday Inn/Van Nuys	12	86
Hyatt on Sunset	209	111
Park Sunset Hotel	26	70
Sheraton Universal Hotel	49	124
Lake Casitas area: (8/0.5 percent)		
Casa Sirena Hotel	8	84
Long Beach area: (9/0.6 percent)		
Golden Sails	9	90
Los Angeles International Airport area: (6/0.4 percent)		
Los Angeles Airport Hilton and Towers	6	116
West Los Angeles/Beverly Hills area: (168/10.4 percent)		
Beverly Wilshire Hotel	168	218
Total	1,616	

Some broadcasters arranged their own housing, and a few rooms (15) were reserved in the downtown Los Angeles area through the Press Operations Department's housing section.

Groups with larger blocks of rooms were able to have these allocations turned over to their control under a series of contract assignments from the LAOOC. The hotels then dealt, under contract, directly with the broadcast organizations for payment and actual room assignments. Most other broadcast organizations arranged payment prior to their arrival in Los Angeles and were able to move through the accreditation/finance/housing processing station at the Main Press Center with little trouble.

Overall, the housing placement program was successful since most of the broadcasters were able to stay close to the IBC or in the downtown area. The LAOOC was able to accommodate most of the special requests for rooms near particular venues such as in Long Beach or in Ventura County near Lake Casitas. The assignment of the

LAOOC's contracts with the hotels established a direct link between the innkeeper and the client and proved beneficial for each of the groups which participated.

32.04.5 Transportation and parking

Along with housing, broadcast groups worried about transport more than any other subject. Fears of congestion which would keep commentators or technicians outside stadiums close to the beginning of their broadcasts, caused them to evaluate carefully their requirements and the LAOOC's proposed system of transportation. Although promised a comprehensive transport system by the LAOOC, broadcasters were concerned about transport across an area as large as Southern California in view of some difficult experiences at past events. Several broadcast groups made preliminary reservations for large numbers of private rental cars as an insurance measure against an LAOOC-provided transport system which might not serve their needs as they desired.

Since the host broadcaster indicated that it would have its own system of transport for its commentators and technical staff, attention was focused solely on the needs of foreign broadcasters. The necessary elements of transport for broadcasters included: hotel to IBC transport, IBC to Main Press Center, IBC to venues and Main Press Center to venues. Each of these systems was evaluated by the LAOOC, which was committed to providing an effective system of transportation for news media at no cost to the users.

The least attractive system for the LAOOC to provide was between the IBC (or hotels) and the venues. Since it was anticipated that some 3,600 written press would be transported to the venues on a regular basis as opposed to slightly more than 1,000 commentators (most foreign technical staff remained at the IBC), the LAOOC determined that an IBC (or hotels) to venues shuttle system would make little sense and be lightly used if at all. Rather, it made more sense to establish



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the major service hub at the Main Press Center to service all venue transportation needs and to increase the frequency of the shuttle between the IBC and MPC. Broadcasters reacted strongly against such a system, believing that it would penalize broadcasters because of their location in Hollywood and would cost valuable time in transit to the more important venues: athletics/boxing and Exposition Park, gymnastics/tennis and UCLA Village and the swimming/diving/synchronized swimming and village complex at USC.

The compromise between the two positions included a steady shuttle from the IBC to the MPC, service from the hotels to both the IBC and MPC and special service from the IBC directly to the aforementioned major venues. Transport to all other venues would require riding to the MPC to pick up the shuttle system based there for transport to the venues, unless private vehicles were used. This system design was well received by broadcasters who received details of the system initially in February 1984 in the LAOOC publication "Facilities for Journalists, Volume 7" and additional explanation at the April 1984 meeting of the OBAC in Los Angeles.

The hotel systems moved broadcasters from LAOOC-designated broadcaster hotels to the IBC or the MPC since buses going to both destinations were available at nine hotels serving the great majority of broadcast personnel. Broadcasters staying at hotels or other accommodations that they arranged themselves were on their own to pick up the LAOOC's media transport system at any of its scheduled stopping points. The buses served hotels as follows:

15 Television monitors assist broadcasters in delivering play-by-play commentary at rowing and canoeing.

Television and Film Operations

Broadcaster hotel transport service summary

Hotel	Rooms	Service points
Ambassador Hotel	147	IBC and MPC
Beverly Wilshire Hotel	168	IBC and MPC
Holiday Inn/Downtown	15	IBC and MPC
Holiday Inn/Hollywood	268	IBC and MPC
Holiday Inn/Van Nuys	12	No service
Hyatt on Sunset	209	IBC and MPC
Hyatt Regency L.A.	2	MPC only*
Hyatt Wilshire Hotel	292	IBC and MPC
L.A. Airport Hilton & Towers	6	MPC only*
L.A. Hilton Hotel	320	IBC and MPC
New Otani Hotel & Garden	100	IBC and MPC
Park Sunset Hotel	26	IBC and MPC
Sheraton Universal Hotel	49	IBC and MPC

*Used MPC-IBC route

Service was provided on non-air-conditioned school buses from 14 July to 15 August to the IBC and from 26 July-13 August to the MPC. It was expected that broadcaster transport requirements to the MPC between 14-25 July would be handled by the MPC-IBC connector route since most of their work would be at the IBC. The capacity of the school buses was reduced from 52 adults to 40 for purposes of the media transport system since many of the broadcaster passengers carried bulky briefcases and equipment with them to the sites. The hotels-to-IBC service in the downtown area (Ambassador, Holiday Inn Downtown, Hyatt Wilshire, Los Angeles Hilton and New Otani) operated from 0600-2400 hours in the period of 14-26 July and 14-15 August. Service was hourly, with additional service on the half-hour from 0630-0830 and 1730-2130. From 27 July-13 August, service was increased to 24 hours per day with service on the hour (except for 1100, 1300 and 1500-no service), and additional half-hourly service from 0530-0830 and 1730-2130. No buses ran at 1100, 1300 or 1500 hours since it was expected that all personnel would be working at the venues during those times. Travel times from almost all of these hotels averaged 12-27 minutes.

The hotels-to-IBC service for the Hollywood area accommodations ran from 0600-2400 hours from 14-26 July and 14-15 August. Service was almost the same as for the downtown hotels, with hourly service and half-hourly additional service between 0630-0830 and 1730-2030. No service was offered at 1100, 1300 or 1500 hours. From 27 July-13 August, service increased to around the clock, with hourly service (except at 1100,

1300 and 1500) and half-hourly additional service between 0530-0830 and 1730-2130. Included in this system were the Holiday Inn/Hollywood, Hyatt on Sunset, Park Sunset, Sheraton Universal and the Beverly Wilshire Hotel in Beverly Hills. Travel times were swift, averaging 12-30 minutes maximum.

The hotels-to-MPC route for broadcasters ran from 26 July to 13 August only. Hourly service for all designated broadcaster hotels to the MPC was available from 0600-2400 on 26-28 July and 13 August. Around the clock service was available from 29 July-11 August, with hourly service provided at all times except 1100, 1300 and 1500 and additional half-hourly service from 0530-0830 only. Special service because of the Closing Ceremonies was available on 12 August, with hourly service available all through the day and additional half-hourly service from 1330-1630 and from 2230-2330. Travel times from the downtown broadcaster hotels took only 10-14 minutes, while travel times from Hollywood area hotels to the MPC averaged 25-35 minutes.

The IBC-to-MPC connector route was run from 14 July-14 August. From 14-26 July and on 14 August, this shuttle ran from 0630-2330, with hourly service, plus on the hour service from 0700-4900. Travel times averaged 25 minutes. Return shuttles from the MPC-to-IBC ran on a parallel schedule one half-hour later: hourly service from 0700-2400 and half-hourly additions from 0730-0930.

The IBC routes to the venues included a line to the Exposition Park and USC areas and a second line from the IBC to UCLA. With so many major events taking place in these locations, it made sense to provide service for what would probably be capacity or near-capacity ridership. The Expo Park/USC line ran from 14 July-14 August, although it stopped at USC only (for coverage of the village) from 14-27 July and on 13-14 August. Service in this early period was every two hours from 0800-2000 and took 45 minutes to arrive at USC. The return was faster, taking only 30 minutes to return to the IBC. From 28 July to 12 August, the Exposition Park stop was included. Service was on the hour from 0600 to 2200, with a special late bus at 2230 nightly. Travel times to Expo Park were about 45 minutes, with an additional ten minutes required to get to USC. Service on 5 and 11 August began at 0500 and special half-hourly service was instituted on 28 July and 12 August for attendance at the Opening and Closing Ceremonies.

The line from the IBC to UCLA was determined by the schedule of events there as well with service to the UCLA Village provided every two hours from 0800-1900 and a last bus scheduled at 1930 daily from 14-28 July and on 13-14 August. Travel times were about 35-40 minutes each way. From 29 July-12 August, bus service was hourly beginning as early as 0630 and as late as 2200, with a return bus usually following 30 minutes later.

The bus depot at the IBC consisted of eight stops along Gordon Street, with one for the IBC-MPC connector, two for the venue/village services and five lines for hotel service. A total of 45 buses were dedicated to IBC transport.

Overall, the media transport system was very well received by broadcasters. The dependability of the service, especially with regard to arrival times, made it almost ideal for commentators and others who were not burdened with heavy equipment. Toward the end of the Games, broadcasters who had been riding in personal cars began using the bus system with frequency since it was easier than driving to the venue and parking.

There were transport needs which could not be met properly by the bus transport system. Most obvious was the large number of broadcaster ENG (electronic news-gathering) crews which used small, portable cameras along with video-tape recorders and generally consisted of three to four persons. These crews moved from site to site and were most often used for athlete interviews in formal interview and mixed zone areas and for segments which showed the announcer(s) against a chosen background. Access to vehicle parking was crucial for these crews because segments were taped and the crew moved to the next site while changing batteries, tapes and other items during transport.

The LAOOC agreed to establish a priority parking program for broadcasters with these ENG crews especially in mind. Broadcasters were interested in both access passes (allowing drop-off and pick-up, but no stationary parking privileges) and stationary parking passes and the needs for each rights-holding group varied greatly. With the number of such passes limited and considerable debate over the distribution of passes among broadcasters, it was announced at the April 1984 OBAC meeting that the LAOOC would provide to the broadcasters, at no charge, a limited number of stationary parking passes in a separate lot, the distribution of which would be settled among the broadcasters themselves. Broadcasters who had requested passes under the LAOOC's purchasing program for all media, had their

requests deleted from the lists so that priority for the remaining passes was given to written press. Access passes were thus not available to broadcasters, who used the stationary parking passes only as provided by the LAOOC. The number of passes granted for broadcaster use at each site were:

Broadcaster venue parking allocations

Sport/Site(s)	Number
Archery	8
Athletics/Boxing	132
Baseball	4
Basketball	30
Canoeing/Rowing	38
Cycling	41
Equestrian	28
Fencing/Volleyball/Yachting	50
Football	33
Gymnastics/Tennis/UCLA Village	73
Handball	19
Hockey	17
Judo	18
Modern Pentathlon	10
Shooting	5
Swimming/Diving/USC Village	67
Water Polo	14
Weightlifting	28
Wrestling	27

These passes were turned over to the broadcasters through the IBC and the distribution was handled there.

Broadcaster requests for vehicle rentals through the LAOOC were few. All broadcasters were sent a facilities questionnaire in mid-1983 to ascertain their interest in renting items such as vehicles from the LAOOC's official rental car agency, at a preferred rate. Those interested in doing so, forwarded their requirements along with pre-payment to the LAOOC and cars were picked up in Los Angeles upon arrival. Two broadcast groups rented a total of three cars including two full-size cars and one station wagon.

32.04.6 World broadcaster camera positions

Although ABC provided vision and sound from nearly all sports at the Games, many of the other rights-holding broadcasters needed camera positions from which to supplement the multilateral program feed with their own pictures. To assist these broadcasters, the LAOOC set up designated

“world broadcaster camera platforms” at many of the sites. The purpose of the platforms was to allow additional broadcaster coverage from points reserved on dedicated platforms which would not be taken up by non-rights holding broadcasters, press photographers, spectators or others. Conversely, by setting up these platforms and limiting the use of these areas to broadcasters only, it prevented blockage of photographer camera angles or spectator sight lines. World broadcaster platforms were numbered and the reservation process was handled through the IBC booking office. Identification of the group with reservations on the platforms was handled by an armband system, with distribution also taking place through the IBC booking office. Positions (and armbands) were available on a per-session basis at each sport, with three persons making up each “crew.” Armbands for each day were color-coded. Thus, at athletics, there were 16 positions available for three persons each for two sessions per day on most days, requiring a total of 96 armbands in the color of the day. In total, 3,882 armbands were fabricated. All of the armbands read “TV Crew” on them and had a two-letter code for each sport (e.g., “AT” for athletics). World broadcaster camera positions included the following stations for the various sports:

Archery

Two positions behind the men’s range and elevated behind the seating area.

Athletics

Twenty positions in all, including eight against the Coliseum rim directly overlooking the finish line area. A raised platform looking down the home straightaway was constructed behind the seating area at the Coliseum’s east end, with room for four positions; another four positions were available on a platform built overlooking the backstraight. Three positions were located on top of spectator tunnels in the west end and the final position was available on the top of the existing press box, overlooking the middle of the infield. Not more than 16 positions were ever booked here. For the start of the marathon at Santa Monica College, a special platform for four cameras was available overlooking the starting line.

Baseball

No dedicated positions were reserved and ENG crews used the press photographer positions in the wells on each baseline.

Basketball

Two camera positions were available on a platform high above the sideline, with a view of the entire floor.

Boxing

Five positions were available, each placed roughly in line with the center of the ring. Four were placed on the same side as the commentator booths: two high and two low. The other position was a high-up view from the opposite side.

Canoeing/Rowing

No dedicated positions were available here. ENG crews could use press photographer positions on the ABC houseboats along the course or on the shoreline opposite the finish. A position was also available beyond the finish line, looking into the path of the boats on the course.

Ceremonies (Opening and Closing)

Fifteen positions were available in the Coliseum. Eight were on a platform located on the rim of the stadium overlooking the finish area of the track. One position was located on the press box roof and the final six were scattered over existing spectator entry/exit tunnels in the closed end.

Cycling

Five positions were available in the Velodrome, all on a platform behind the spectator bleachers and overlooking the entire track from about its midpoint. One dedicated position overlooking the finish line was available at Mission Viejo for coverage of the individual road races, although many spots were available along the course at ground level. Press photographer positions along the course were used for the team time trial on the Artesia Freeway.

Equestrian

Five positions were available at Santa Anita, three of which were elevated positions overlooking the mid-point of the competition area. The two other positions were on the ground level at two corners of the jumping area. Positions at Fairbanks Ranch were located all along the course.

Fencing

Press photographer positions were available for use during the preliminaries, which were difficult to shoot because all of the pistes were on the same level and no crews were allowed near the competition area. For the finals in the Terrace Theatre, two positions were available near the back of the seating area on the orchestra (floor) level. These positions had a good view of the entire stage.

Football (Rose Bowl)

Eight positions were available, each on top of a spectator entry/exit tunnel. Four positions overlooked the midfield area and four others were located behind the endlines.

Gymnastics

Four camera positions were located on existing entry/exit points overlooking the entire floor.

Handball

Two camera positions were available for preliminary matches at California State University at Fullerton. Both overlooked the entire court from roughly the midpoint line. For the final at The Forum, a similar midcourt platform was available for two cameras.

Hockey

Two camera positions were available overlooking the mid-field line on top of the existing press box.

Judo

Two positions were available overlooking the midpoint of the tatami.

Modern Pentathlon

Press photographer positions were used and were located all over the area and along the sideline for the swim event.

Shooting

Press photographer areas were used at all the ranges, with the best possibilities for coverage on the skeet and trap ranges. Ceilings covering almost all other ranges made filming very difficult because of the resulting lack of lighting on the competitors.

Swimming/Synchronized Swimming

Ten camera positions were available on the main platform built high up behind the south side bleachers. These positions were moved along the platform for synchronized swimming. No positions were available for diving; press photographer positions, all of which looked directly at the diver, were used.

Swimming/Water Polo

Two positions were available, one overlooking the pool from behind one end line and on top of the adjacent poolhouse building and the other on a platform high above one sideline and overlooking the entire pool from the midfield line.

Tennis

Press photographer positions were used, with space available at court side and on the concourse level overlooking the entire center court.

Volleyball

Two camera positions were available overlooking the entire court from the concourse level’s existing press section.

Weightlifting

Three camera positions were available at the back of the hall, looking directly into the face of the lifter.

Wrestling

Two camera positions were available, located on a platform which overlooked the center mat.

Yachting

Press photographer positions on special boats were available. Eight of these boats carried four persons each and ten boats were available in all. Sign-up in the venue press sub-center was required.

These camera positions were successfully used by a number of broadcasters. Although use of the small, portable ENG camera was the rule, one broadcaster installed one large studio camera each at athletics and gymnastics.

32.04.7

World broadcaster liaison at the IBC

The LAOOC stationed a small group at the IBC to handle broadcaster questions and provide information gathered by the LAOOC. All results were output at the LAOOC’s IBC office, and supplemental information material compiled at the Main Press Center was also available at the same station.

The LAOOC’s manager of world broadcasting was present at the IBC with a small support staff. Representing the Television Operations Department, he also supervised the on-site presence of the LAOOC’s other staff from Health Services, Technology and Transportation.

The Television Operations office was open from 0800 to 2400 and was on-call during the remaining hours. Meetings were held daily with all broadcasters (usually at 1400 hours) to share ideas and questions about various matters of concern to the broadcasters. The LAOOC office was open from 4 July to 13 August.

The Television Operations Department was present at the IBC to facilitate the needs of the broadcasters. The daily meetings were the principal vehicle for this, and the response of the LAOOC was dependable, if not always fully satisfying to the broadcasters. The main areas which concerned the broadcasters as judged from the daily meetings included commercialization, security and scheduling.

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The presence of commercial logos, marks and symbols on clothing, equipment and other items caused substantial concern for broadcasters. Specific problems occurred at boxing and rowing but were eventually resolved. Little could be done about oversized identification marks on competitors' uniforms, but inappropriate identification marks were removed from equipment which was under the control of the LAOOC.

Security and access control complicated broadcaster entry, especially in the pre-Games period prior to competition after venues had been completely secured. Inconsistencies in access controls among venues required individual discussions with staff from each venue every time a difficulty was encountered.

Scheduling was a tremendous problem for broadcasters who had purchased satellite transmission time between specified times. Late starts in several sports meant that some of those events could not be shown in their entirety since the finish time would run past the end of the broadcaster's purchased satellite transmission period, and overtime was not available because of time blocked by other broadcasters. In other cases, although a session started on time, the finish was substantially delayed, often for reasons beyond the LAOOC's control. For example, in one sport, the competition directorate of the International Federation completely re-structured the session only minutes before it began, with the result that it ran more than an hour longer than scheduled. Close cooperation among the broadcasters, federations and Organizing Committee is required to minimize or prevent altogether such occurrences. For broadcasters, the ultimate result of scheduling problems is either thousands of dollars in additional overtime costs for satellite transmissions or the loss of the end of particular sessions of a sport.

32.04.8 Other services provided by the LAOOC

A myriad of other services was provided to broadcasters by the LAOOC. Among these were: equipment and furniture at the IBC, health services at the IBC, assistance in hiring local staff, special results services in the venues and purchase of tickets.

The LAOOC provided a limited amount of furniture at the IBC for use by broadcasters at no charge. Included were 1,200 straight-backed side chairs, 120 folding tables (each 30 inches wide by 72 inches long) and 32 60-inch diameter round tables. These were used by IBC-based broadcasters in their own office areas. Gift packages were also provided to the broadcasters on the same basis as for the written press. Some confusion was caused by the distribution pattern of these packages, since personnel who were not accredited at the Main Press Center or failed to pick up their gift bags at the time of accreditation were unhappy. A

secondary distribution at the IBC eventually corrected this. Manual typewriters were also provided to organizations with offices in the IBC on the same basis as made available to those working in the Main Press Center. A total of 250 typewriters were available for IBC users, including 200 in English, 20 in French, 10 in Russian and 20 in Spanish. A few groups wished to rent electric typewriters with LAOOC assistance and a favorable rate was arranged for the rental of a total of 36 machines, 28 of these in English, with others in French, German and Italian. Health care services at the IBC were provided on a 24-hour basis by the LAOOC in an existing location for first aid service.

The LAOOC provided broadcasters with assistance in recruiting local staff, mostly college-aged men. These individuals were used mostly as drivers and messengers, although a few performed office duties such as receptionists or typists. A total of 76 persons were placed and each was paid on an hourly basis. One broadcast group withdrew its request upon arrival in Los Angeles and new positions had to be found for the people scheduled to work with that broadcaster. In the future, some precautions should be taken to prevent such unfortunate occurrences.

In order to give the broadcast media the fastest result service possible under the LAOOC's existing system, a special result service was set up in the venues. Results channels were not available in the venues on the television monitors in the broadcaster commentator booths, thus requiring delivery of printed results produced by the LAOOC. In order to meet the immediate "on-air" need for results during live transmissions, it was determined that a faster method of delivery of results was necessary than could be expected from the already planned results service, which forecast delivery of results within ten minutes after official approval. The procedure used at the larger venues included placement of a results area within the venue commentator booth group for immediate compilation and delivery of the results to the broadcasters only. Because of the relatively small number of commentator booths present (typical was 44 at gymnastics), this was manageable. Equipment included: a small table-top photocopier with a speed of 11 copies per minute, a high-speed telecopier (30 second transmission time), an Electronic Messaging System (EMS) terminal and high-speed printer. The procedure was generally that a completed result or start list was telecopied from the central results preparation area to the broadcaster results area as soon as

available. This copy was inspected for clarity and any additional information such as a revision number was handwritten if necessary by the attendant for the broadcaster results area. This page was then photocopied and distributed. Back-up for the telecopier came from the EMS terminal and printer, to which results were sent electronically within seconds following the completion of an event. The relevant results sheets or start lists were output from the EMS and photocopied as they were available and distributed to broadcaster commentator booths.

The combination system of telecopier and EMS terminal was present in eight venues and a secondary system with an EMS terminal and printer, but no telecopier, was used in nine others:

EMS terminal/printer with telecopier	Commentator booths
Athletics (3)	74
Basketball	28
Boxing	29
Gymnastics	44
Swimming/Diving/Synchronized swimming (2)	45
Volleyball	20
Weightlifting	14
Wrestling	22

EMS terminal/printer without telecopier	Commentator booths
Canoeing/Rowing	29
Cycling	23
Equestrian	18
Fencing	12
Football	20
Handball	10
Hockey	14
Judo	16
Water polo	8

No special system was used at other venues including: archery, cycling road and team time trial races, equestrian three-day event (cross-country portion), modern pentathlon, shooting, yachting or for the demonstration sports of baseball and tennis. Results service in these venues was the same as for the written press, i.e., delivery of the printed sheets output from the LAOOC's main results System.

Results service at the IBC included a full-scale results output station and large photocopiers for mass distribution. In addition, telecopier links with the Main Press Center were used to provide supplemental information produced at the MPC for distribution to the broadcasters. The LAOOC arranged for 90 EMS terminals and 30 printers for broadcast organizations which were placed at strategic points within the IBC.

The LAOOC also made tickets available for purchase by broadcasters. Most of the broadcasters took advantage of this and were able to secure tickets for use by their executives and guests. In some instances, non-working commentators or crew members used these seats.

32.04.9 Analysis of world broadcaster liaison

The LAOOC provided a modest but important program of services for world broadcasters. Those groups which purchased exclusive rights from the LAOOC found everything they needed to do their work in Los Angeles. The LAOOC did its best to assist broadcasters with their pre-planned needs as well as additional requirements which became apparent only during the course of their broadcast operations.

In the future, the following points should be noted:

- Broadcasters were highly successful in Los Angeles. Record audiences watched the Games which were televised at all hours of the day and night. With more interest than ever shown by viewers, it is important that organizers do what they can to assist broadcasters with their work at the Games.
 - A good liaison person for production matters needs to be designated by the Organizing Committee soon after the sale of rights is completed to any broadcasting organization. Although the Press Operations Department worked closely with broadcasters in the planning period, the Television Operations Department had the responsibility for and was effective in coordinating services for the broadcasters during the Games period. Press Operations did not have a liaison at the IBC, having given up that role to the Television Operations group, yet the broadcasters felt that they were receiving less in service because of the absence of an organizer-partner with whom they had worked previously. This can be avoided by having a clear liaison point with whom the broadcasters can develop confidence at an early stage.
- The LAOOC's IBC liaison office performed steadily during the Games period. The most important functions of answering questions and solving intra-LAOOC difficulties which hampered broadcasters were performed well. In the future, it may be worthwhile to provide a larger staff which has greater responsibility for the well-being of broadcaster personnel in all phases of their experience in the host city. It is not surprising that the LAOOC services which worked best for broadcasters were the ones which were offered in the IBC lot itself: health services, technology and transportation. Following this guide, better results can be obtained in the areas of accreditation, gift distribution and housing if they are handled at the IBC.

- Information about events and people in the host city are important to the broadcasters. Great interest was shown in the torch relay as it neared Los Angeles. Other events which are not related to the Games are interesting to broadcasters if they are visual in nature and bring the viewer to better understand the people and culture of the site where the Games are and will take place.

The IBC was successful because its tenants were successful. With the success of the Games now dependent upon the international impact they make, organizers cannot afford to dismiss the Games' broadcast center as a technical jungle. The Organizing Committee must make responsible efforts to provide support services to broadcasters which will enable them to do their work more completely and efficiently. For the most part, the LAOOC fulfilled this requirement and provided good services, especially in the areas of information services, results and transportation.

32.05 Television operations for non-rights-holding broadcasters

In addition to the many broadcast organizations which purchased broadcasting rights to the Games, there were a large number of broadcast organizations which did not acquire broadcast rights for the Games, but still intended to cover them. The LAOOC dealt with these non-rights-holding broadcasters under the Olympic Charter accreditation category of "EF".

In the Charter (1978 Provisional Edition), an allocation of 100 accreditations was made available for television and newsfilm crews which prepare coverage for the news programs of their client networks or stations. Their ability to cover the Games was carefully circumscribed so as not to interfere with the exclusive rights purchased by other organizations which broadcast over the same territory. These so-called "EF" broadcasters were allowed to show (that is, to actually broadcast) not more than three reports per day of not more than three minutes each, separated by an interval of not less than three hours and presented during the course of a regular news program in which news reporting was the main element. This celebrated "three by three" rule was amended in 1980 to three reports per day of not more than two minutes each, but since the 1978 Provisional Edition of the Charter was applicable to the Games of the XXIIIrd Olympiad, the three-by-three rule was used.

It became clear that applications for these "EF" accreditations would come from countries in which broadcasting competition was intense. This included notably the United States, since most other countries were either represented by consortiums of all

broadcasters within that country or by single broadcasting networks which operated without any competition. Applications for accreditation from television networks or stations, television producers or filmmakers and all others wishing to film or record the Games for any visual use were considered under the "EF" category. Virtually all of the applications for the 100 "EF" accreditations were received by January 1984, and the distribution process was begun. The LAOOC, faced with applications for 548 credentials, determined that the most important factor in the distribution of accreditations was the coverage area of the entity applying. "EF" accreditations were thus distributed to two types of organizations: news-gathering organizations with an international group of clients and United States networks which serviced their own national newscasts as well as individual stations across the USA. Although competition among television organizations in some other countries was strong as well, no accreditations were granted to others because of liberal use rules established by the rights-holders in those nations.

Once the distribution of accreditations was accomplished, the specific regulations which applied to such credential-holders had to be developed. While it was clear that not more than three reports per day of up to three minutes each could be shown, it was unclear whether "EF"-accredited broadcasters should be able to enter stadiums to record their own coverage. The LAOOC worked closely with ABC, the rights-holder in the United States, to help develop guidelines for the U.S. broadcasters accredited in the "EF" category which allowed suitable access to gain coverage, but did not compromise the rights purchased by ABC.

After discussions with the non-rights-holding broadcasters in the U.S. who had been selected for accreditation in the "EF" category, it became obvious that none of them wished to infringe on ABC's rights, especially regarding the broadcasting of competitions themselves. "EF"-accredited broadcasters were primarily interested in access to the interview zones of the venues where athlete interviews would take place, to the interview zones of the Olympic villages and to the Main Press Center for information and access to the news conferences held there. Given this direction, a set of regulations was issued by the LAOOC and ABC in July 1984, which allowed access for "EF"-accredited persons to the Olympic villages on the same basis as all media (using the 200 passes

available at the UCLA and USC villages to enter the interview zones), some venue interview areas and to the Main Press Center on an unlimited basis. Interviews and other non-competition coverage compiled at these sites could be shown on any regular-scheduled program in which news is an element, although perhaps not the primary element, on an unrestricted basis. Such coverage could not be shown on special programs about the Games.

Regarding competition coverage, ABC agreed to allow rival broadcasters in the United States to show competition highlights using ABC's coverage only (as recorded off-the-air by the broadcaster wishing to show it) of events which ABC had already telecast or which were more than 48 hours old and which were presented after ABC had completed the whole of its Olympic broadcasts at 0200 Eastern time. These highlights had to be shown in the course of regularly-scheduled news-reporting programs in reports which were not more than three minutes in length, were separated by an interval of not less than three hours and which were shown not more than three times per day. A credit to ABC for the use of the video competition highlights was required.

Access to the venues was limited to the interview zones of those sites where the interview rooms were located outside of the venue itself. It was felt that entry to the venue proper and the attendant physical ability to shoot competition footage on the way to an interview zone located within a venue might prove too tempting. Thus, the interview sites for athletics, gymnastics, hockey and swimming were open for "EF"-accredited persons because those interview areas were located outside the venue entry points and offered no view of the field of play. Access to training sites was the same as for all media, and all "EF"-accredited personnel were welcome to use the LAOOC's media transport system and/or apply for the purchase of parking credentials. Since many of the "EF"-accredited broadcasters were concentrating on colorful Games stories outside the competitions themselves, it was noted that the restrictions applied only to those areas controlled by the LAOOC and that the many activities taking place in public areas were not restricted from coverage (or broadcast) by the exclusive rights held by ABC.

During the Games period, it was determined that it would be helpful for commentators of "EF"-accredited organizations to be given accreditation which would allow their entry into stadiums and facilitate their descriptions of the events which took place there. Such commentators were identified and issued "EF" credentials, the same as given to journalists from the print media. ABC also relaxed the rules regarding access to interviews late in the Games when no problems

regarding the use of unauthorized material had surfaced. "EF"-accredited crews were allowed to enter the venues for the men's basketball final and the men's and women's volleyball finals. Crews were again allowed to tape interviews only and were admitted to the venue only after the competitions themselves had ended.

Overall, "EF"-accredited organizations which planned their coverage carefully were able to achieve satisfactory results. Some groups were able to acquire office spaces in areas adjacent to the villages, providing a permanent base of operations for the Games in close proximity to the athletes. This made athlete contacts easier and gave these organizations an opportunity to keep close track of village events. Others arranged for rooftop space on buildings around Los Angeles to record panoramic views of the venues and villages. All of the "EF"-accredited broadcasters were pleased with the many news conferences held at the Main Press Center, and several installed permanent audio and video lines into the main interview room there. In addition, these broadcasters covered numerous side stories about the Games which were sometimes as interesting as the Games themselves. In the future, organizers may wish to compile lists of events which are taking place in the pre-Games period for use by these broadcasters, who showed interest in various events in Los Angeles during the Olympic period, whether related to the Games or not.

32.06 Radio

32.06.1 Sales of exclusive rights

Although the 1978 Provisional Edition of the Olympic Charter provided for the sale of radio rights, exclusive rights for radio had never been sold for any Games prior to the Games of the XXIIIrd Olympiad until agreements for exclusive rights, covering Australia, the 16 OIRT countries and the United States, were made. Where exclusive rights were not sold, radio rights were available on a non-exclusive basis at no charge to any party wishing to provide audio coverage of the Games.

The original agreement to sell exclusive radio rights was limited to the United States. In a portion of the "Responses to Questionnaires from International Olympic Committee and International Sports Federations", which later became part of the contract between the IOC and LAOOC, it was stated that broadcasting of the Games would be assured by the award of television and radio (U.S. only) rights.

However, the responses also stated that "radio rights may be sold with the approval of the IOC", leaving open the possibility that additional radio rights could be sold.

Radio rights in the United States were awarded to the ABC Radio Networks in November 1981 for a total payment of \$500,000, including \$200,000 for radio rights and another \$300,000 for support services of the LAOOC. ABC agreed to perform the role of host coordinating radio broadcaster and incorporated this requirement into the planning for the International Broadcast Center immediately after the rights agreement was reached. The agreement also contained a provision which allowed other U.S. broadcasters to originate radio broadcasts, whether live or on tape, from the venues in not more than three reports per day, each report being not longer than three minutes and separated from all others by an interval of not less than three hours.

ABC's radio rights did not include Spanish-language rights, which were sold to Westwood One, a national syndicator of Spanish-language radio programming, in early 1984 for \$100,000.

Exclusive radio rights were combined with television rights in sales to Australia and the OIRT countries. In the September 1982 agreement with Australian Network Ten, a total of \$10,600,000 was paid for exclusive television rights, and exclusive radio rights were also included. The exclusivity was limited, however, to 48 hours following the completion of an event covered in the programming. The Olympic Charter provisions regarding news gathering also applied, incorporating the "three-by-three" rule into radio broadcasting as well as television. These rights were later sold by Network Ten to the Australian Broadcasting Commission. Exclusive rights in the 16 mostly Eastern European OIRT countries was included in the February 1984 agreement. Exclusivity in those countries was subject only to the news-reporting provisions of the Olympic Charter.

The sales of radio rights were highly successful for the LAOOC. Although additional funds were not raised by the limited sale of rights outside the U.S., a total of \$600,000 was received from ABC Radio and Westwood One. Moreover, the radio coverage of the Games in the United States was expanded substantially—not only by ABC, but also by the many competitor networks which provided alternative coverage on a reduced basis in accordance with the rules regarding exclusivity. It may be possible to encourage such added coverage by the

sales of radio rights in other countries in the future, provided the circumstances are proper to provide increased interest as in the United States in 1984.

32.06.2 Special operations for radio broadcasters

Special operations for radio broadcasters were instituted by both the LAOOC and the host broadcaster for the Games.

As host broadcaster, ABC arranged for commentary positions (against payment) as requested by broadcast organizations for radio commentators. In addition, technical facilities were made available at the IBC, including a special line to monitor and record for broadcast all news conferences held at the main interview room of the Main Press Center.

The LAOOC supported sound broadcasting with special facilities at all venue sites and with specially-arranged commentary positions in some of the venues. At all sites, the LAOOC arranged to have special multiple-output audio patch boxes in all venue interview rooms for direct recording of all athletes brought into the formal interview areas as well as the questions asked of each person. Each patch box had 16 outputs with impedance from each available for either microphone (150 ohms) or line (600 ohms) levels. Only one box (16 outputs) was provided at some sites with a maximum of six (96 outputs) provided at the main interview room of the Main Press Center. In addition, all formal interview sessions at all sites and the Main Press Center were tape recorded and available for playback (and recording) by media requiring sound clips.

The LAOOC was asked by the EBU to provide special commentator assistance. Aware of the cost of fully-equipped radio commentator positions from ABC, the EBU asked if the LAOOC would provide reserved spaces in the tabled seat area of the press seating sections of some venues for the installation of telephones and equipment for broadcasting via telephone lines for some of its radio broadcasting teams. This approach saved money but did not give the commentators using such positions the advantage of television monitors at their desks or the special results

service planned by the LAOOC for the broadcast commentator area. The LAOOC agreed to reserve such positions, which were available at no charge for the reservation of the tabled seats involved, so long as a private telephone was in fact ordered for installation in the press seating area of the venue concerned. The "telephone commentary positions" consisted of two seats each, and 61 of them were reserved in 21 different venues. The largest single number requested was six at the shooting site at the Prado Recreational Area, with the lowest number, one, at four different sites. Where no press seating area was available, as at cycling (team time trial), modern pentathlon, shooting and yachting, the telephones were installed in the press sub-center for that venue.

32.06.3 Special regulations for non-rights holding radio broadcasters

Since exclusive rights had been sold in the United States especially, regulations to guide non-exclusive broadcasters had to be developed. The LAOOC worked closely with ABC Radio to develop such guidelines in order to give non-exclusive broadcasters an opportunity for satisfactory coverage of the Games while protecting the exclusivity purchased by ABC. These guidelines were completed and distributed in mid-1982.

The basic guideline was that non-exclusive U.S. radio broadcasters were able to broadcast live or taped reports which were originated in any of the venue sites not more than three times per day, with each report lasting not longer than three minutes, separated from the other two by an interval of at least three hours and broadcast in the course of a bona fide radio news broadcast.

Regulations accompanying the basic guideline noted that radio broadcasters were not limited as to the amount of material which could be gathered for broadcast, so long as the broadcasts themselves carried not more than the three allowed reports in the prescribed format. Further, no restrictions were placed on the broadcast of material gathered from the Olympic villages or from the main interview room of the Main Press Center. Interestingly, material gathered from other areas of the Main Press Center was subject to the restrictions on venue-originated reports, since radio broadcasters could conceivably broadcast (live) commentaries from the television monitors installed for media use there. Venue parameters were defined as 100 or more yards from the outer perimeter of indoor sites like The Forum and 500 or more yards from the outer perimeter of outdoor sites such as the Los Angeles Memorial Coliseum and thus included not only

commentaries compiled from the seating areas of these stadiums, but also interviews in the venue mixed zones or formal interview areas. Violations of the regulations were grounds for revocation of accreditation.

Careful planning was undertaken by numerous U.S. radio organizations to comply with these regulations and still provide suitable coverage for their audiences. Several groups installed private telephones and transmission lines but were keenly aware of the restrictions against the broadcast of more than the allowed number of reports. No incidents requiring the suspension or revocation of accreditations were reported.

Australian radio groups which were faced with restrictions in view of the exclusivity enjoyed by the Australian Broadcasting Commission worked closely with them to obtain suitable information for their own use. Unfortunately, several instances of infringement occurred, resulting in the suspension of two accreditations and an agreement on the retention by the original holder of a third after a pledge not to infringe further.

32.07 Film operations

32.07.1 Concept and development of the official film project

The "Official Film of the Games" is required under the Olympic Charter. The Charter provisions require that the film must comprise shots of each sport and the Opening and Closing Ceremonies. The LAOOC, aware that such films were not only required to be produced, but also that many had been produced at a loss to the organizing committee involved, was determined not to experience the same fate.

Thus, the requirements for production of the official film required a producer of merit and, for what is believed to be the first time, a fee for the right to distribute the film world-wide. The LAOOC found a willing partner in 1982 and concluded an agreement with Twentieth-Century Fox Film Corporation, which paid \$1 million in total for the exclusive right to distribute and show the film. The LAOOC agreed not to grant any other film rights or to permit filming by other entities which

did not already have specific permission (in the Olympic Charter or otherwise) to produce a film about the Games. Fox later selected award-winning sports documentarian and historian Bud Greenspan as producer and director. Having covered seven Olympic Games beginning in Helsinki in 1952, Greenspan brought a wealth of experience to the project, as well as numerous awards for his work which includes *"The Olympiad"* series which has been seen in more than 80 countries and *"Wilma,"* a television drama based on the life of triple gold-medalist Wilma Rudolph of the United States.

After planning for production of the film had commenced, Fox withdrew its interest in the film in favor of Greenspan's own company, Cappy Productions. Cappy completed the film and distribution was arranged on a worldwide basis by an independent distribution company.

32.07.2

Official film operations

The Olympic Charter requirement which demanded shots of each venue required Cappy to spread its resources thinly over the entire area in which the Games were held. However, at each site, it was able to capture not only the performers in competition but also the drama, excitement and unique character of Los Angeles during the Games period.

The accreditation of Cappy personnel included 157 people: 20 administrators and production personnel, 124 technical staff and 13 journalists and researchers. Pre-Games planning by the LAOOC and Cappy endeavored to keep the space requirements for both camera positions and compound areas as modest as possible. To this end, Cappy agreed to a maximum number of accredited persons in each venue at a single time. The highest total was predictably at athletics (54), while the lowest was at judo (12).

Facilities for shooting at each site differed, depending upon the number of agreed positions and the particular competitions taking place on that day. Care was taken to be sure that filming positions did not interfere with the operations of the host broadcaster. In addition, Cappy was allowed to place cameras in the press photographic position area on a first-come, first-served basis. Cappy personnel on the field level were all identified with bibs marked "Official Cinematographer."

Requirements for camera positions, compounds and other space needed for production offices, storage and supply areas were as follows:



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Archery

Two camera positions, one on the field level, a 30-foot recreational vehicle, one truck and an automobile provided support.

Athletics

Twenty-three different camera positions were identified, including five on the field level and two additional cameras on the infield itself. Three 12-foot by 45-foot trailers were used for production support and were located in the LAOOC's venue management compound. For the marathons, three positions were identified on the field level at Santa Monica College, 11 more along the course and three on various vehicles accompanying the runners.

Basketball

Three positions were identified, with one elevated position and two at the court level. Storage space inside the venue was used.

76 An official film production crew shoots cyclists on them field of the velodrome.

Television and Film Operations

Boxing

Four positions were used, with one at ringside and the other three elevated. The necessary support space was located inside the Sports Arena.

Canoeing/Rowing

Four positions were used, all on the shore at different points on the course. Two recreational vehicles and one car provided the necessary storage and support space.

Cycling

Four positions were available, with one on the infield. A 40-foot-square fenced area was used as a compound. Positions at the finish line and along the course were used for the individual road races at Mission Viejo and the team time trial event on the Artesia Freeway. A recreational vehicle and one car were used for support at these sites.

Equestrian

Three positions were used, with two on the ring level. Storage space was located inside the venue. Arrangements at Fairbanks Ranch included six positions along the course, with support from two recreational vehicles and two trucks.

Fencing

Three positions were used for finals only, with two in the stage wing areas. Storage was arranged inside the venue and combined with volleyball.

Football

Five positions were available, including two on the ground level behind the end lines and two more in the lowest section of spectator seats (which were not sold). Two recreational vehicles provided support.

Gymnastics

Five positions were used, with three on the floor level in press photographer areas. Special care had to be taken to ensure that the cameras were as quiet as possible so as to keep from disturbing the competitors. Storage space was arranged inside the venue.

Handball

Coverage of the final matches only was planned, with two court level positions and one elevated position. Storage space arranged inside the venue for basketball was used.

Hockey

Four positions were employed, including three on the field level. A trio of vehicles, recreational, truck and car, was present for support.

Judo

Only two positions were used, with one on the tatami level. Storage space was located inside the venue.

Modern Pentathlon

Not more than two cameras were located here at any one time and they utilized the press photographer positions. One recreational vehicle and an equipment truck were used for storage and support.

Shooting

A single camera occupied the best available positions on the ranges. Support requirements included one recreational vehicle and a truck.

Swimming

Five positions were used for swimming and synchronized swimming, with Cappy using space in the press photographer area on the deck level. Positions for diving totaled three, with two on the deck level. Cappy arranged for office and storage space independently with the University of Southern California.

Swimming/Water Polo

Four camera positions were used, with three on the deck level. Support vehicles included two recreational vehicles.

Volleyball

Four positions were used, with three on the floor. Office and storage space was found inside the Long Beach Convention Center complex and combined with fencing.

Weightlifting

Three positions were used, including one at the side of the lifting platform looking into the faces of the competitors and another roaming between the warm-up area and a position behind the competitors at the side of the platform. Two trucks and a car were used for support.

Wrestling

Two of the three camera positions were located on the floor level. A recreational vehicle and one truck were used for office and storage space and additional space was used inside the venue.

Yachting

One camera was used to cover pre-race preparations and an agreement was reached with the film crew of the International Yacht Racing Union for specific coverage on the water.

32.07.3

Operations of other film concerns

Although the LAOOC tried to limit filming as much as possible, there were several other groups which did film the Games. These groups had to be coordinated carefully, inasmuch as they also desired shooting positions in the same general areas as ABC, other world broadcasters, Cappy Productions and press photographers.

International Federations were specifically given the right in the Olympic Charter to make a technical film for use in coaching clinics, seminars and the like. Only a few federations appointed their own crews, although several reached agreements with Cappy to shoot for them. Technical films were organized by the International Federations for archery, hockey, volleyball and yachting. Because of their federation-approved status, these filmmakers were able to occupy preferential positions, but this did not prove troublesome since each of the sports concerned had ample room to accommodate such additional requirements.

The Bio-Mechanical Sub-Commission of the Medical Commission of the IOC organized bio-mechanical cinematography in athletics, gymnastics and weightlifting. This group used high-speed cameras (up to 500 frames per second) and a technical staff of nine persons to operate at the three sites. At athletics, seven camera positions on the grass area surrounding the track were used during different days for different events. All were operated by remote control and operators were not needed except to change film. At gymnastics, coverage included the vault for men and women. A head-on view and side view at the take-off point was recorded by two cameras which were specially encased in order to prevent noise from disturbing the competitors. At weightlifting, both head-on and side views were recorded using cameras mounted on tripods and elevated to stay out of the way of spectator sight lines. The crew was provided with one access pass for drop-off and pick-up at all sites and one parking pass for weightlifting. Parking privileges for the Coliseum were unavailable, and the filming team leader had his office at UCLA, eliminating the need for additional parking there besides his own. No problems were encountered with this project.

Some miscellaneous filming was done by various entities, none of which required substantial supervision by the LAOOC.

32.07.4 Reflections on Olympic films and filmmakers

For the most part, the efforts of filmmakers were successful in Los Angeles. The official film and technical

films by federations and the IOC Medical Commission proceeded without much difficulty after careful planning had produced a clearly understood operating plan for each group. In the future, organizers should consider the following when formulating policies regarding film:

- Requirements from the Olympic Charter must be factored in first. The production of an official film is a undertaking requires large amounts of space for cameras, compounds, people and storage. Layout of camera positions must take into account the other important users, including the host broadcaster, other broadcasters, IF technical films and press photographers. Ticket manifests for each site must be evaluated in view of each of these groups before becoming final.
- Pressure from the organizers is necessary to keep materiel and people from all types of film crews at a minimum. Additionally, it is important to recognize that not every request for filming can be granted. The LAOOC turned down a large number of requests for various types of filming, most of which was for commercial programming which would have infringed on the exclusive rights granted in the agreement for the official film. However, some of the requests that were turned down were from National Olympic Committees, which have no rights under the Charter to make films but have done so in the past. The LAOOC asked such entities to make arrangements with Cappy Productions for their needs, if possible. The success of the film projects in Los Angeles was directly attributable to the LAOOC's ability to minimize the number of crews shooting at the Games in total, as well as the number of filmmaking personnel who were allowed at any one site at a time.
- The need for access by technical film crews and bio-mechanical filmmakers is sure to arise. Organizing committees must poll each federation carefully and work closely with the IOC Medical Commission to keep such projects at a manageable level, both for the organizer and the technical filmmaker. Special facilities must be thought out in advance as well, such as the sound attenuation equipment for the bio-mechanical cameras at gymnastics or special power for recharging of batteries between sessions of other events. Careful planning of needs will prevent last-minute frustrations which can often spoil an otherwise well-conceived project.

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33.01

Concept and goals

The primary objectives of the LAOOC Ticketing Department were to establish the policies, procedures and methods to meet the following goals:

- Ensure a fair and equitable distribution of approximately eight million available tickets
- Ensure favorable public and press relations
- Maximize attendance and revenue potential

The Ticketing Department was directly responsible for:

- All ticket sales including sports and the Olympic Arts Festival
- Development and implementation of ticketing marketing plans
- Development and implementation of ticket packaging concepts
- Order form design, text, printing and distribution
- Order form distributors and printers for tickets, order brochures and forms
- Bank (lock box) processing
- Establishment of ticket prices and venue scaling
- Ticket revenue and expense projections and budgets
- Special sales allocations, negotiations and sales
- System design, development and implementation
- Ticket design and printing
- Ticket distribution
- Venue seating manifests
- Vendor selection
- Resolution of ticket purchasers' problems at all sports and Olympic Arts Festival sites

Ticket orders for the 1984 Games were processed through a centralized computer facility located in Los Angeles. Order brochures were available at approximately 3,300 outlets of a major national retailer, Sears Roebuck and Co., as well as at 200 branches of First Interstate Bank in Southern California and Manufacturer's Hanover Trust in New York City.

Ticket orders were accepted through a mail order system that began in June 1983 and continued through April 1984. Approximately 331,000 orders were received from the United States general public and processed by the mail order operation. Additionally, special ticket orders from NOCs, sponsors, official hotels and other special sales groups were processed during the same time period. All ticket inventories, including allocations for Olympic Charter-required seating for the media and the Olympic Family, were maintained on the central computer.

A two-phase mail order ticketing process was used. During the first phase, ticket orders were recorded and space was reserved for each requested event by price scale. Orders were also

placed on waiting lists during this phase. The second phase, which commenced in early 1984, included loading the actual seating manifests for each venue into the system, assigning seats and printing tickets. Physical distribution of the tickets was made from May to July 1984.

In addition to the major functions of order processing and ticket printing, the computerized system supported customer service, accounting and management information reporting functions.

33.02

Development and overview of the ticketing system

The ticketing system was designed over a three-year period following several basic assumptions. The most important of these was that most of the tickets to the Games would be pre-sold by mail. The ticket sales and distribution program was based on a mail-order procedure, with order forms widely available to the U.S. public, where the greatest number of sales would take place. The ticketing system was prepared to respond to order forms returned after the distribution of the ticket order brochures in June 1983.

Domestic general public ticket order forms were sent to a post office box and then processed through First Interstate Bank's lock box operation. Each order was reviewed by bank personnel who affixed an arrival sequence number to each order. Order payments (by check, money order or credit card) were separated and deposited into an LAOOC bank account. All orders were grouped into batches and sent to the LAOOC data center for entry into the computerized system.

Tickets were sold on a first-come, first-served basis with one notable exception. For each over-subscribed event where more orders for a specific event were received than seats available, a random selection was held for each over-subscribed event to determine which orders would be filled for those events. This ensured that all customers had a fair and equal chance to purchase tickets to the most popular events. To be eligible for the random selection, the order had to be received by 15 August 1983, approximately 60 days after brochures were first available.

Random selection applied only to a customer's first choice. Those orders not selected were filled, if possible, by second or third choice events. Random selection was done on an event-by-event basis and did not affect other choices on an individual order. A waiting list was maintained for first choice events not filled through random selection. In subsequent months, many of these orders were filled from tickets that became available through unused sponsor and NOC allocations.

Ticket requests for special sales were also processed through the computerized ticketing system. These included:

- NOCs (including tickets for resale to foreign general public)
- Sponsors, suppliers, licensees and television broadcasters
- Official hotels

Ticket allocations were developed for each of the eligible special sales groups. Individual allocations within each group were comprised of a representative share of all events and all price scales. At the option of each special sales buyer, the allocation was modified to the purchaser's individual requirements. A purchaser was not required to buy his entire allocation but was allowed to purchase a percentage of the total. This meant that if a purchaser wanted 50 percent of his allocation, he received 50 percent of each of the original allocations for each event included in the original package. Payment was due in early 1984 and no sales were made on consignment. Seat locations were sprinkled throughout the venues with no accommodations made for group seating.

The general progress of the ticketing plan was as follows:

- Philosophies and goals defined November 1981
- Conceptualization of system completed January 1982
- Marketing strategies developed November 1982
- Programming commenced December 1982
- Detailed system design completed March 1983
- Brochure distributors selected March 1983
- Pricing completed April 1983
- Order brochure printed May 1983
- Mail orders accepted June 1983
- Preliminary inventory allocations completed (U.S. general public, NOCs, sponsors, etc.) October 1983
- Random selection completed October 1983
- Initial special sales allocations distributed November 1983
- Ticket design completed December 1983
- Acknowledgements and refunds mailed December 1983
- Venue capacities finalized March 1984
- Broadcaster camera and commentator booths finalized March 1984
- Seat assignment commenced March 1984
- Waiting list processed March 1984
- Remote football tickets available for sale at major retailer April 1984
- Ticket printing commenced April 1984
- Ticket delivery (U.S. Postal Service) commenced May 1984
- Ticket sales and information centers opened in Southern California only June 1984
- Ticket printing and delivery completed July 1984
- Ticket Faires held July 1984
- Tickets sold at venues August 1984

33.03

Ticket marketing and sales

33.03.1

Marketing and pricing program

The primary marketing assumption was that a large demand existed for Olympic tickets throughout the United States. Consequently, the LAOOC's objective was to make order brochures available throughout the United States to anyone interested in applying for tickets. No advertising was done since radio, television, magazines and newspapers did a superb job of notifying the general public of the procedures for ordering Olympic tickets. A news conference was held on 13 June 1983 announcing the ticket ordering procedures, events available, prices and ordering instructions. Seven million brochures were available on 14 June 1983 at approximately 3,500 retail establishments in the United States as well as at banks in Southern California and metropolitan New York City. Five million brochures were picked up and the LAOOC received approximately 279,000 orders within 60 days.

Marketing activities through the end of 1983 consisted of ticket update news conferences. Orders through the mail were not accepted after 1 May 1984. On 7 June 1984, nine remote ticket and information centers were opened throughout Southern California. There were approximately one million tickets available for sale over-the-counter at these centers and a news conference was held in early June announcing the openings. A minimum amount of newspaper advertising commenced in mid-June and continued throughout the Games. This advertising consisted of quarter-page ads in local newspapers and were generally sport specific, announcing ticket availability and stating the locations of the ticket centers. Advertising for the remote football locations consisted of radio, television and newspaper advertising and promotions with local businesses.

Ticket prices ranged from \$3 to \$95 for sporting events and \$50/\$100/\$200 for Opening and Closing Ceremonies. The average ticket price for sporting events was \$17. Approximately half of the eight million available tickets were priced at \$10 or less.

To arrive at these prices the LAOOC researched ticket prices for prior Olympic Games and other premium sporting events held throughout the world. Attendance figures for prior Olympic Games were used to assist in determining event popularity. Ticket prices for preliminary events were lower than for semifinal and final events. Events known to be very popular were priced at the high end of the price scale. The objectives in pricing in this manner were two-fold: to make the Games affordable for everyone by including tickets priced at \$10 or less for each sport, and to generate sufficient revenues to support Games operating costs.

Approximately 10 percent of the tickets for every sport were offered for sale as season tickets. A season ticket guaranteed the purchaser the same seat at every session of competition in



- 1 An out-of-luck spectator tries to get a ticket.
- 2 The LAOC announces the Olympic ticket mail order system at a news conference on 13 June 1983.



2

Ticketing

Ticket distribution summary

Description	Tickets sold	Totals	Percentage
Ticket sales			
National Olympic Committees	415,000		
Official Olympic Hotels	65,000		
Patron program	25,000		
Sponsors and suppliers	600,000		
Television broadcasters	9,000		
United States general public	4,525,000		
Youth/guest programs	75,000		
Miscellaneous	6,000	5,720,000	73.7
Olympic Family seats			
Stand A—IOC	13,700		
Stand B—IF/NOC officers	21,300		
Stand C—NOC team staff	40,100		
Stand D—Competition officials	14,700		
Stand E—Press/radio/TV	267,500		
Stand F—Athletes	103,000		
Stand G—Guests	14,700	475,000	6.1
Obstructed/blocked seats		160,000	2.1
Complimentary		55,000	0.7
Contingency		160,000	2.1
Unsold tickets		1,189,000	15.3
Total seating capacity		7,759,000	100.0

a given sport. Season ticket packages were seldom sold at face value (i.e., number of events multiplied by event price) but were sold at a premium or discount depending upon the popularity of the sport. Season tickets for 14 sports were sold at premium rates, while season tickets for handball, hockey, modern pentathlon, shooting and football were offered at a discount. Season tickets for archery, fencing and judo were offered at face value.

33.03.2

Public sales in the USA

The sale of Olympic tickets to United States consumers began in June 1983, when the LAOOC unveiled the details of its mail-order sales program. The key to the program was the ticket information brochure and order form.

Brochure

The mail order brochure was a comprehensive 36-page document which included a schedule listing each event by day and session time, a description of each sport, a map of all venue locations, a detailed description of the ticket mail order rules and procedures and an order form with return envelope. Seven million brochures were available at no cost to potential customers at First Interstate Bank in Southern California, Manufacturer's Hanover Trust in metropolitan New York and Sears, Roebuck and Co. stores throughout the United States.

In order to properly identify the owner of each order, the customer was required to fill in certain customer information, such as, social security number and mother's maiden name, in addition to listing desired events, ticket quantity and first, second and third choices. Orders were non-transferable.

A six percent Los Angeles city 1984 Olympic Games distribution tax was added to every order. In addition, a \$1 non-refundable handling charge per first choice ticket (or season ticket) was charged.

The LAOOC went to great lengths to allow the largest number of purchasers possible to obtain tickets to the most

popular events. Limits were established on the number of tickets which could be purchased to 75 of the nearly 370 event sessions, based on expectations of demand for those events:

- Premium events had a limit of two tickets per event code per order form. A total of 30 events in five sports (basketball, boxing, gymnastics, swimming and diving, and volleyball) plus the Opening and Closing Ceremonies were identified as premium events.
- Semi-premium events had a limit of four tickets per event code per order form. There were 45 events identified as "semi-premium" in a total of six sports (athletics, basketball, boxing, gymnastics, swimming and diving, and volleyball).
- No limit was established for the other events. However, the LAOOC reserved the right to limit these events to insure a fair distribution of tickets. After demand was assessed, several additional event codes were limited based on the demand in order to allow a fair distribution of tickets. There were no limits on the total number of tickets that could be ordered on each order form. However, all large orders were manually reviewed to ensure a fair distribution.

A combination of computer processing and manual review was used to detect orders exceeding established limitations. One order form per household was allowed to be entered in the random selection process.

Order processing

The LAOOC ticketing system processed public orders in accordance with the following rules:

- Customers could indicate up to two other choices for each event requested.
- The system attempted to satisfy a customer's first choice event selection.
- If the first choice was not available at the requested price scale, the

system substituted the next lower price scale for the event, if available.

- If the first choice could not be filled in any price scale, the system attempted to satisfy the customer's second choice.
- If the second choice was not available at the requested price scale, the system attempted to satisfy the customer with a lower scale price ticket for the same event. If the second choice could not be filled, the above two steps were repeated for the customer's third choice.
- Customers also indicated if they were willing to be placed on a waiting list. If it was found that no choice could be filled and the customer wanted to be placed on a waiting list, the order was placed for the unfilled first choice events. Orders were processed from an event's waiting list in order number sequence (based on receipt).
- If a customer was placed on the waiting list for a first choice event and a second or third choice was available, the order remained in a waiting list status for the first choice with a confirmed reservation for the second or third choice.

At the time mail orders were first received, in the summer of 1983, the LAOOC was uncertain of the actual number of tickets (on an event-by-event basis) which would ultimately be available for sale to the United States general public. Consequently, a smaller number of tickets was committed to the general public in the initial ticketing process than was ultimately sold. The uncertainties in available inventory were caused by many factors including allocations for National Olympic Committees, sponsors and other special sales groups including Olympic Family requirements. In addition, the seating capacity was unknown for several venues at the time of the initial ticket processing.

On an event-by-event basis (for each price scale) a waiting list of limited size was created. The size was based on an analysis of each venue's seating capacity and inventory allocated to the various special sales groups. When the system was unable to fill a customer's first choice the order was placed on a waiting list status if list allocation was not full. Orders remained on the waiting list until additional inventory became available. In early 1984, when venue capacities were known and special allocations were better defined, tickets were made available for purchase by customers on the waiting list. In instances where there were more tickets available than were held on the waiting list, tickets were sold through other channels. In the reverse situation, where there were more customers on the waiting list than available tickets, refunds were made through the mail order system.

After random selection was completed and all orders received during the initial ordering period were processed, the customer was sent an acknowledgment form which indicated the status of his order. The acknowledgment included: events received and price scale, events not received, events placed on the waiting list and a financial reconciliation of the order. Refunds were processed in December 1983 for

orders requiring them. After the random selection process occurred, customers could submit as many additional orders as they desired. To facilitate this, mail-order customers were sent an updated ticket brochure listing the remaining events and price scales available. A total of 300,000 updated ticket order brochures were printed and distributed.

After the waiting list was processed in March 1984, a second acknowledgment was sent to affected orders. In spring of 1984, all customers were sent an acknowledgment re-confirming their order status.

Season tickets

A season ticket reserved the same seat for all sessions of a specific sport and were offered for all sports. They were available in every price scale, although season ticket prices were usually higher than the combined face value of tickets for each session of a sport. Season tickets were categorized as premium, semi-premium or non-premium and were subject to the same limits as applied to other ticket orders. Inventory allocations for season tickets were established for each sport and approximated 10 percent of total venue capacity. If those allocations were over-subscribed during the initial mail-order return period (first 60 days after order brochures were available), season ticket orders were filled on a random selection basis similar to the treatment of other over-subscribed events.

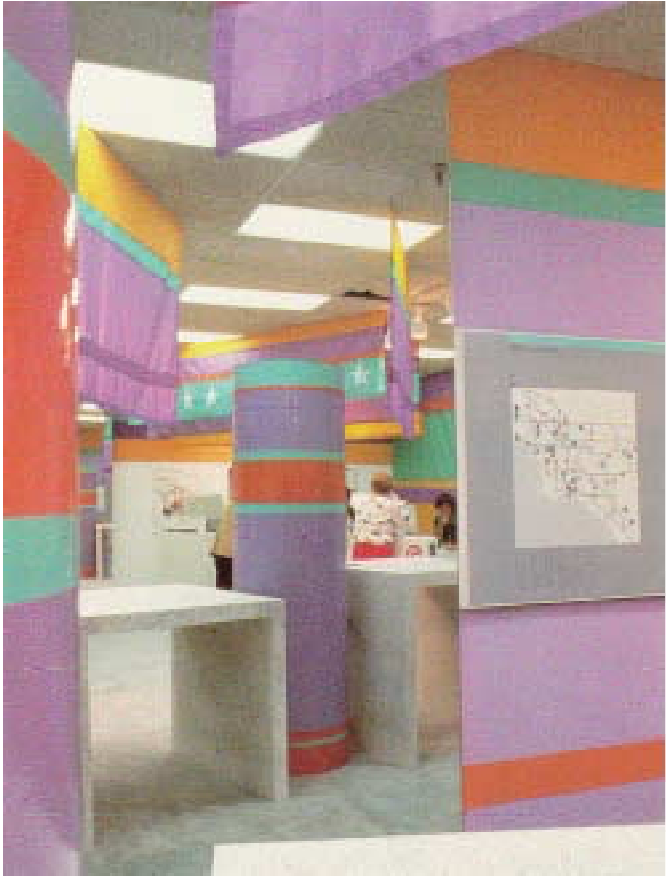
In addition, approximately 10,000 all-day passes were available for each day of athletics. A day pass entitled the purchaser to attend both the morning and afternoon sessions on a given day using the same ticket. A pass to all the competitions in the equestrian three-day event could also be purchased.

Space reservation

When orders were filled in 1983 and early 1984, venue seat locations were not yet entered into the computerized ticketing system. Consequently, a customer whose order was filled was guaranteed a ticket but not a specific seat location. This concept was called space reservation. Subsequently, when venue seating manifests were entered into the system, specific seats were assigned to each order matching the space previously guaranteed. The best seats were assigned to the lowest customer order number.

As part of the manifesting process, the venue was divided into sections from 20 to 200 seats depending on venue size. Each section was classified in descending order from best to worst. Seating assignments were made by section, with each seat within a section considered equal for assignment purposes.

Adjacent seats were assigned where orders for more than one ticket were requested so long as there were adjacent seats available. When adjacent seats were no longer available, orders were split, but this happened to fewer than two percent of the orders.



3



4



5

- 3 A map displayed at a Ticket Center within a Southern California shopping center shows ticket buyers the locations of Olympic competition sites.
- 4 Sam the Olympic Eagle is present at the opening of one of nine Olympic Ticket and Information Centers on 7 June 1984.
- 5 Ticket Centers, dressed up in the Look of the Games, provide Olympic spectators a convenient outlet to purchase tickets.

Ticketing

Customer service

Personnel for customer service were located at the LAOOC computer facility and responded to telephone and written inquiries. The computerized ticketing system supported this function through an on-line inquiry capability which allowed customer service personnel to respond to customer questions immediately.

Customer service personnel were not allowed to modify customer orders based on telephone conversations. All customer requests for changes of any kind were required in writing. Customer change requests were reviewed by supervisory personnel before and after any changes were made. Acceptable changes were generally limited to address changes and order corrections because of errors in data entry.

Non-routine customer service inquiries were referred to the customer research department for resolution. Their recommendations were also reviewed by supervisory personnel prior to implementation.

Refunds resulted from several circumstances: inadvertent overpayments due to customer error, inability to fill an entire order and order cancellations. The computerized ticketing system calculated the amount due based on events received and/or placed on a waiting list. A refund or invoice was generated where the amount calculated differed from amount paid. Refunds were mailed to customers who paid with cash or money order.

Charge card refunds and credits were processed by the respective charge card company.

The customer service center began with 24 stations staffed 12 hours per day by a total of 40 people. Nevertheless, the center was overwhelmed by calls in the 60 days after ticket brochures were available. After that, the volume of requests lessened substantially until May of 1984 when the LAOOC prepared to open its remote ticketing centers.

Customer response results

The interest in Olympic tickets shown by the U.S. public was remarkable. Approximately 279,000 mail orders were received by 15 August 1983, the deadline for inclusion in any random-selection process for events which were oversubscribed. By the time acknowledgements were mailed to purchasers in November, 123 of the 367 event sessions had been sold out completely, including all sessions of gymnastics, swimming (including diving and synchronized swimming) and tennis, in addition to the Opening and Closing Ceremonies. Total ticket sales at that point were approximately 2.1 million.

The LAOOC announced in late March of 1984 that almost 600,000 tickets had been added to the inventory for public sale and they would be able to fill 70 percent of all ticket requests which had been held on waiting lists.

Flow of ticket sales

	14 June- 15 August	16 August- 1 May	May	June	July	August	Total
Mail order	2,100,000	1,300,000	(N/A)	(N/A)	(N/A)	(N/A)	3,400,000
Remote tickets	(N/A)	(N/A)	(N/A)	160,000	200,000	30,000	390,000
Ticket faires	(N/A)	(N/A)	(N/A)	(N/A)	115,000	5,000	120,000
Contracted ticket centers	(N/A)	40,000	20,000	70,000	100,000	30,000	260,000
Venue box office	(N/A)	(N/A)	(N/A)	(N/A)	80,000	267,000	347,000
Other					750	7,250	8,000
Total	2,100,000	1,340,000	20,000	230,000	495,750	339,250	4,525,000
N/A = not available							

On 17 April, the organizers announced that sold-out sessions outnumbered sessions with tickets available. Of the revised total of 368 event sessions, 186 were completely sold out and 182 had tickets remaining. All tickets to all sessions of cycling, fencing and judo had been sold. Overall, ticket sales passed the three million mark with 1.4 million available for sale to the U.S. public when the LAOOC prepared to shift to over-the-counter sales after the close of the mail order ticket purchase program on 1 May 1984.

33.03.3

Ticket sales late in the pre-Games period

About 1.4 million tickets to non-premium events in 16 sports were still available in June 1984. Therefore, on 7 June 1984, nine Olympic Ticket and Information Centers (also known as Remote Ticketing Centers) were opened in major shopping malls throughout Southern California.

The centers had three main functions:

- q Sell Olympic event tickets which had not been sold through the mail-order system
- q Sustain the Olympic image with the public
- q Provide information concerning the Games, transportation and related Olympic programs

The centers occupied retail store areas within shopping malls. These store areas were donated by the malls and the LAOOC paid only operational costs, including utilities.

Customers obtained ticket order forms as well as information on other Olympic programs at the information booths. They would then go to the ticket ordering tables to fill out order forms, using the information provided by a ticket availability board on the wall or an inventory listing at the tables. After filling out the form, customers went to the ticket counter where the order was processed. Payment was by cash or credit card. Personal checks were not accepted.

The centers were operational from 7 June to 11 August 1984. Tickets were sold through a computerized system using two or three IBM personal computers and ticket printers known as spitters at each center. The operating hardware at each center consisted of IBM personal computers, personal computer-compatible dot-matrix printers and BOCA Model 7666 ticket printers. Six centers were equipped with three units each while the remaining three had two units each.

Ticket inventory for each personal computer was allocated through the main computer and each had a separate inventory. Problems occasionally arose with customers who became unhappy when one computer sold out its allotment of a specific event while the computer next to it or one at another ticketing center still had the inventory available.

Inventory updating of the personal computer disks was done on a staggered basis. This resulted in personal computers at centers with inventories that varied depending upon when updating occurred.

Each night a courier picked up the daily sales journals (computer disks) from the centers and returned them to the main computer facility, along with any returned or voided tickets. The sales journals were used to delete available inventory from the IBM System 38 sub-inventory. Since 24 disks were sent each night, they had to be carefully controlled.

A total of 399,600 tickets were sold through the ticket centers. A different ticket stock was designed to fit the spitters which could not accommodate the large size of the stock used for the mail order tickets.

When the Olympic torch arrived in Southern California, large crowds began forming at each center, causing waits of between four and five hours. An order took approximately five minutes to process. With three computers per center, 36 customers could be processed per hour or an absolute maximum of 400 customers per day. In spite of this, the system was reliable and allowed many last-minute buyers to obtain Olympic tickets.

In July 1984, the LAOOC still had more than 100,000 tickets remaining to high-demand and premium Olympic events. These tickets became available as a result of cancelled or modified special sales ticket allocations and were made available to the general public through two Olympic Ticket Faires.

Tickets for the Olympic Ticket Faires came from a variety of sources: the boycotting nations; National Olympic Committees and corporate sponsors who took less than their full allocations; tickets allocated to, but not used by, the patron program; and venues with increased seating capacity from that which was initially planned.

The first ticket faire (Ticket Faire I) was held 20-24 July at Santa Anita Park in Arcadia. This Faire had the greatest number and largest assortment of tickets available. To sell remaining tickets, a second ticket faire was conducted 31 July through 2 August at Hollywood Park. Hollywood Park was also the location for off-site sales of boxing and athletics events from 6-8 August.

Forty thousand Southern Californians who had previously ordered Olympic tickets through the mail order system were invited to attend the first three days of Ticket Faire I. Invitations were mailed to those randomly selected from the computer file and were non-transferable except to a family member residing at the same address. On all other days, no invitation was required to purchase tickets at the Ticket Faires.

To provide an equitable opportunity to all attendees, tickets were allocated across the three days so that those attending on the third day had similar access to those who attended the first day.

From 20-22 July, admission to the Ticket Faire was by invitation only. Each invitation specified a two-hour time period during which the person invited would be admitted to the Faire.

Two thousand people per two-hour segment were invited the first day since it was used as a dress rehearsal to work out any operational problems. On the second and third days 3,500 to 4,000 people per two-hour segment were invited. On the first three days approximately 25 percent of those invited attended. On the last two days of the Faire, when no invitation was required for admittance, 8,000 to 10,000 people attended per day.

U. S. ticket sales breakdown

Description	Number of tickets sold	Percent
Mail order sales	3,400,000	75.1
Remote ticket centers	390,000	8.6
Venue box offices	347,000	7.7
Contracted ticket centers	260,000	5.7
Ticket faires	120,000	2.7
Other	8,000	0.7
Total	4,525,000	100.0

Once admitted to the Ticket Faire, the customer received an information sheet describing rules for ticket purchases. Purchases of premium and semi-premium events were limited in the same way mail orders had been. Non-premium event purchases were not limited.

Customers received information at the Faire from three sources:

- Ticket information counter
- Roving information specialists
- Public information booth

Signs above the ticket windows informed customers of the sport and the specific dates, sessions and price scales available. The signs were hand printed and were adjusted as needed.

There were 70 to 80 active ticket windows. Each window carried tickets for one sport only, but most windows had multiple sessions or price scales available.

The selling area was divided into two sections: premium tickets and non-premium tickets. Premium tickets were for high-demand sports or sports with only a minimum number of tickets available. Approximately 80 percent of the selling windows were devoted to tickets for those events.

All ticket sales were by cash or bank cashier's check only. Credit cards, personal checks and traveler's checks were not accepted because of the inability to verify authenticity.

Ticket Faire II was held at Hollywood Park from July to 2 August 1984 to sell remaining tickets and to meet the unexpected last-minute demand by the public for tickets to Olympic events.

Ticket selection was more limited at Ticket Faire II than at Ticket Faire I. However, attendance was almost as high and ranged from 8,000 to 10,000 people per day.

The Olympic Ticket Faires were very successful in meeting the late demand for Olympic tickets. At Santa Anita, almost 30,000 people attended. Combined with the second ticket faire at Hollywood Park, a total of 110,000 tickets were purchased.

33.03.4 Ticket sales during the Games period

During the Games, tickets to many Olympic events were still available. These tickets were sold at the nine ticket information centers throughout the Games, the Olympic Ticket Faire at Hollywood Park 31 July to 2 August and at 10 sports venues during their individual competitions.

Day of event as well as advanced ticket sales were available on site at baseball, basketball, equestrian, football (four sites), hockey, modern pentathlon and shooting.

A major effort was mounted to assist people with information on which tickets were still available and where they could buy them. The customer service center at the LAOOC's computer ticket facility was fully staffed 18 hours a day from 0600 to

2400 hours every day from 1 July to 12 August. In addition, an emergency telephone bank was installed in the LAOOC office building at UCLA to assist last minute ticket buyers. A total of 50 telephone lines were staffed by 75 people during the first two weeks of July.

33.03.5 Sales outside the United States

Sales to foreign countries and NOCs were handled by the Ticketing Department's special sales division. Tickets were sold in each country through its NOC or its agents. Orders with a foreign return address received through the United States postal order operation were rejected and sent back to the person with a referral to their NOC for tickets.

Ticket allocations were made to each recognized NOC and the LAOOC dealt directly with the NOC regarding ticket sales. However, several NOCs designated a travel agent or other authorized ticket agency to negotiate for and sell their allocation.

A questionnaire was sent out to each NOC in December 1982 requesting its ticket desires and certain other information including number of visitors and athletes anticipated. Of the 150 questionnaires mailed, approximately 60 NOCs responded. Not surprisingly, those that responded were the same ones who sent the largest delegations to the Games.

Allocations were determined by taking into account the following:

- Overall number of available tickets by event
- Number of tickets requested by each NOC
- Capacity of each venue

Each NOC which returned the ticket allocation request form was sent a detailed ticket allocation in late 1983. The NOC could purchase its entire allocation or a percentage across all sports. Any NOC could request modifications to its allocation to better meet its specific needs. Most of the large purchasers took advantage of this opportunity. Payment was due when the order was finalized. No tickets were available to an NOC for consignment sales within its country.

Many NOCs requested further negotiations once they received their official LAOOC ticket allocations. The NOC primary negotiation points were the following:

- To increase or decrease the number of tickets in individual sports based on popularity within each country
- To have an even number of tickets for each day (for use in setting up travel and tour packages)

The LAOOC evaluated all requests for changes in ticket allocations. If inventory was available and requests were reasonable, ticket allocations were revised to better accommodate each NOC's specific needs. All allocations and changes were approved by the president of the LAOOC and the vice president of ticketing.

A 10 percent deposit was required by 31 December 1983 to confirm an NOC's ticket allocation. The remaining 90 percent was due by 31 March 1984. NOCs which did not pay their ticket balances on time usually forfeited their allocation; a few NOCs did suffer this penalty.



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As part of the LAOOC agreement with each NOC, no sales were to be made outside of the respective country. This restriction was designed to protect NOCs and their agents from competition from other countries and also to reduce the number of tickets requested for speculative purposes.

In June 1984, all NOCs were informed of the dates and procedures for picking up their ticket allocations in Los Angeles. Each NOC was sent half of an identification card which authorized an NOC-designated representative to pick up the tickets at the LAOOC Ticket Distribution Center. The LAOOC kept the other half of the identification card to facilitate certification of the representative.

A customer service representative was assigned to each NOC to assist and monitor the NOC's verification of its ticket allocation.

While it is impossible to know how successful the LAOOC was in restricting sales between countries, some instances where NOCs traded tickets with other NOCs were reported. Some NOCs specifically purchased tickets for resale to other NOCs, and during the Games, tickets originally purchased by foreign NOCs were sold to the American public through third parties contacted by the NOCs.

NOC ticket allocation

Country	Allocation
Argentina	2,210
Australia	44,636
Austria	928
Bahamas	1,672
Belgium	6,348
Belize	312
Bermuda	3,540
Bolivia	252
Botswana	278
Brazil	10,243
British Virgin Islands	404
Canada	62,944
Chinese Taipei	312
Columbia	396
Denmark	934
Dominican Republic	312
Egypt	1,210
El Salvador	524
Federal Republic of Germany	43,644
Fiji	1,558

6 A ticket buyer makes a purchase at an Olympic Ticker and Information Center

Finland	4,350
France	8,680
Gabon	984
Gambia	404
Great Britain	34,500
Guatemala	1,504
Hong Kong	536
Iceland	241
India	4,854
Indonesia	458
Ireland	7,689
Israel	3,218
Italy	5,266
Jamaica	460
Japan	5,476
Kenya	4,732
Korea	8,590
Kuwait	900
Lebanon	2,002
Luxembourg	860
Malta	344
Mexico	9,688
Mauritius	234
Netherlands	4,214
New Zealand	16,435
Nigeria	4,258
Norway	1,372
Oman	292
Pakistan	1,312
Papua New Guinea	588
People's Republic of China	1,484
Peru	740
Philippines	874
Portugal	868
Puerto Rico	4,572
Qatar	312
San Marino	616
Saudi Arabia	15,268
Senegal	348
Sierra Leone	204
Singapore	2,772
Spain	4,706
Sri Lanka	370
Sudan	288
Sweden	16,898
Switzerland	8,512
Thailand	3,484
Trinidad&Tobago	2,012
Turkey	538
United Arab Emirates	464
United States of America	16,547
Venezuela	1,280
Yugoslavia	12,584
Zimbabwe	1,186
29 NOCs with less than 200 tickets each	3,185
Totals	
102	415,000

Notes:
 (1) The following 29 NOCs countries received 200 or fewer tickets: Bahrain, Barbados, Bhutan, Cameroon, Cayman Islands, Chile, Costa Rica, Ecuador, Greece, Guyana, Haiti, Ivory Coast, Libya, Malawi, Malaysia, Mali, Monaco, Mozambique, Nepal, Panama, Romania, Seychelles, Swaziland, Tanzania, Uruguay, Virgin Islands, Western Samoa, Yemen Arab Republic and Zambia.
 (2) Non-participating countries did not receive ticket allocations These included Bulgaria (whose initial allocation was 1,032), Czechoslovakia (752), Ethiopia (96), German Democratic Republic (140), Hungary (1,868), Poland (408) and USSR (4,480).

33.03.6

Sales to sponsors and others

All ticket sales to LAOOC sponsors and other groups were managed by the special sales division. These groups included LAOOC sponsors and suppliers, foreign television broadcasters and official Olympic hotels. These groups were allowed to purchase tickets following the same general guidelines and procedures as the NOCs. All groups were allocated tickets spread across all sports and price scales.

Each company or purchaser filled in a ticket request form and negotiated any differences between its requests and the LAOOC allocation, exactly as the NOCs did. All allocations required full payment when allocation negotiations were completed. All sales were final and no adjustments were made after payment.

Verification and pickup procedures for these special sales groups were identical to those used for the NOCs.

Ticket sales to these groups included:

- Official Olympic Hotels; 90,000
- LAOOC sponsors; 585,700
- LAOOC suppliers; 14,300
- Television broadcasters; 9,000

33.03.7

Olympic Patron Program

The Olympic Patron Program was conceived to allow up to 100,000 youth, senior citizens and physically challenged persons who might otherwise be unable to participate in the Games to attend as guests of the LAOOC Amateur Athletics Foundation. The program was also designed to provide the best available seating on a guaranteed basis to those persons joining the patron program.

The program enabled each patron to receive two tickets per day to events of his choice. Preferred parking was also offered along with an assortment of gifts, invitations to receptions and other special recognition programs. Patrons donated a minimum of \$25,000 for each package.

An upper limit of 2,000 patrons was established based upon availability of top scale seats at smaller venues. Although this figure was not a sales goal but rather an absolute upper limit based on seating capacity and program exclusivity, a more realistic upper limit would have been 1,200. The final number of patrons was 684. Had the program attracted substantially more patrons, the LAOOC's ability to provide personalized services would have been severely hampered.

Marketing strategies were understated with no advertising or overt marketing techniques employed other than invitations to participate via a select mailing program. Most subscriptions resulted from word-of-mouth communications.

Marketing activities included:

- Mail solicitations to approximately 75,000 persons using select mailing lists (early 1983)
- Personal promotion and speaking engagements by key LAOOC officials (continuous)
- Bimonthly newsletters (early 1984)

- Two hundred thousand engraved invitations mailed to sponsors, existing patrons, suppliers and selective mailing lists (spring of 1984)

Initial patron subscriptions were received in December 1982 with the bulk of the patron programs pledged by the summer of 1983.

Patron subscriptions were reserved with a deposit of \$5,000 per subscription. Instructions for ticket selections and an invoice for balance of payments were mailed in December 1983. The patrons were asked to make their ticket selections and remit the balance of payment by 31 December 1983.

Subscriptions and ticket orders were accepted until 1 June 1984. Approximately one-third of the patron subscriptions were held by individuals; two-thirds were reserved by corporations. Approximately 80 percent of the patrons were located in the Southern California area.

A coordinated program of services was provided for patrons. At events where more than 100 patrons were in attendance, patron service representatives, uniformed and trained as hosts or hostesses and working in conjunction with the venue protocol staff, were assigned to augment and upgrade ushering in the venue. They distributed daily results programs and served as liaisons whenever necessary on behalf of the patrons with ticketing, protocol or other matters.

The LAOOC Amateur Athletics Foundation, a nonprofit organization, was created to administer the patron-funded guest attendance program. The program provided funds for tickets, transportation and supervision for disadvantaged youth, senior citizens and the physically challenged.

The LAOOC Youth Services Department made all determinations of recipients of tickets. That department also arranged for the ticket distribution, transportation, scheduling and supervision for those groups who attended the 1984 Olympic Games as beneficiaries of the Olympic patron program.

On an individual level, patrons were provided with car parking privileges for all sports sites for which they had tickets, including venues in the Exposition Park/USC area. Special receptions were held for patrons prior to the Opening and Closing Ceremonies and buses were provided for transport to those events. Each patron was also presented with an assortment of useful gifts, including binoculars, a cap, seat cushions, T-shirts and a limited edition pin. Patrons were also presented with a souvenir Olympic torch.

33.03.8

Olympic Family Ticketing

The Olympic Charter (Rule 48 of the 1978 provisional edition) required that free seats be reserved for the Olympic Family (persons accredited in categories "A-G") in all venues.

Historically, the number of seats reserved at each venue had been determined by estimating the maximum number of Olympic Family members that might use them, by following limited guidelines as set forth in the Charter and by reviewing data from prior Games. At previous Games, Olympic Family members gained access to the venues and the seats reserved for them through the use of their accreditation badges for most events. No tickets were required. This policy resulted in empty seats during preliminary events and overcrowding during high-demand finals.

Olympic Family ticketing provided seats to the Olympic Family at all venues for all sessions. This included the sizing of the Olympic Family stands and their placement, the determination and dissemination of policies regarding the use of the seats and the distribution of Olympic Family tickets during the Games. Venue Management was responsible for managing these seats during the events.

In order to achieve the objectives of adequately providing seats as called for by the Olympic Charter, avoiding overcrowding of the stands and maximizing seat usage, three issues were addressed:

- The sizing of the stands
- Access control for the venue and stands
- Alternate usage of unfilled stands

Originally, a plan was prepared whereby all Olympic Family seats for all events would be ticketed. Under this plan, access control would have been very simple. A consistent policy of requiring everyone to have a ticket would eliminate any confusion in trying to determine which persons needed tickets for which events. Additionally, unused seats could be allocated to other persons by physically distributing the unused tickets.

The plan to ticket all Olympic Family members for all events was evaluated as too restrictive because it was impractical to require all Olympic Family members to pick up tickets on a daily basis. Historically, Olympic Family members made decisions on which events to attend on the day of the event. The system proposed would have required distribution of tickets on the day prior to each event.

In the end, it was determined that:

- Seats at the Opening and Closing Ceremonies were provided for all accredited "A", "B", "C", "D" and "G" persons on a ticketed basis. Tickets were provided for approximately two-thirds of the accredited press. However, no seats were allocated to athletes or coaches in the Opening Ceremonies, since they were expected to participate. Seats (tickets) were available for athletes and coaches for the Closing Ceremonies.

- For sports events, access to the venue and to the Olympic Family stands did not require a ticket for Olympic Family members except for selected high-demand events. A total of 33 events in eight sports were identified as high-demand and required certain "B", "C" and "G"-accredited persons to pick up complimentary tickets. The sports and number of event sessions identified as high-demand included: athletics (one session), basketball (five), boxing (four), cycling (one), football (one), gymnastics (seven), swimming (six), swimming and diving (four), and volleyball (four). A brochure explaining the Olympic Family complimentary ticketing system was available to all accredited persons.
- "A"-accredited Olympic Family members did not need tickets for any sports event.
- "B" category; all "B"-accredited persons were permitted access to venues via their accreditation badge only for most events. For the high-demand events, access to the venue and seating required complimentary tickets, except for "B"-accredited members of International Federations who were allowed access and seating without a ticket in the venue of their own sport.
- "C" category; for the high-demand events only, access to the venue and seating required complimentary tickets. Chefs de mission and assistant chefs gained access to a venue through the athlete entrance and did not need a ticket if an athlete from their country was competing during that particular session.

Olympic Family ticketing: Who needed tickets

Olympic Family categories	For high-demand sessions		For all other sessions		Opening Ceremonies venue and seating	Closing Ceremonies venue and seating
	Access to venue	Seating privileges	Access to venue	Seating privileges		
"A" Badges						
IOC Directors and guests	no	no		no	yes	yes
IOC Members and guests	no	no	no	no	yes	yes
"B" Badges						
IOC commission members	yes	yes	no	no	yes	yes
IOC staff	yes	yes	no	no	yes	yes
IOC transferable pass holders	yes	yes	no	no	yes	yes
IF Presidents, secretaries-general, technical delegates and guests	yes(1)	yes (1)	no	no	yes	yes
NOC Presidents, secretaries-general and guests	yes	yes	no	no	yes	yes
OCOG Presidents, secretaries-general and guests	yes	yes	no	no	yes	yes
"C" Badges						
NOC chefs de mission and assistant chefs	yes (2)	yes	yes (2)	yes	N/A (5)	N/A (5)
NOC attaches	yes	yes	yes	yes	yes	yes
NOC transferable pass holders	yes	yes	yes	yes	yes	yes
IF transferable pass holders	yes	yes	yes	yes	N/A (5)	N/A (5)
"D" Badges						
Technical officials and juries	N/A (3)	N/A (3)	N/A (3)	N/A (3)	yes	yes
"E" Badges						
Press, radio and television	yes (4)	yes (4)	no	no	yes	yes
"F" Badges						
Competitors and team officials	yes(1)	yes(1)	yes(1)	yes(1)	N/A (6)	yes
"G" Badges						
Distinguished guests	yes	yes	yes	yes	yes	yes
"J" Badges						
IF Executive Board members	N/A (3)	N/A (3)	N/A (3)	N/A (3)	N/A (5)	N/A (5)
"O" Badges						
Observers	no	yes	no	yes	N/A (5)	N/A (5)

Notes:
(1) Except in own sport
(2) Except where athlete of own NOC competing
(3) May not attend sports other than their own
(4) Press high-demand events were different than of high-demand events
(5) Not entitled to Opening and Closing Ceremonies seating
(6) Not entitled to Opening Ceremonies seating



8

7 A group of youths attend the Games as beneficiaries of the Olympic Patron Program

8 The ten-sheet ticket process is checked at the Ticket Distribution Center.

Ticketing

- "D" category; all "D"- accredited persons (technical officials and members of the various juries) were permitted access to the venue and seating without a ticket at the venue(s) of the sport in which they were involved. Complimentary tickets for other events were not available to them.
- "E" category; "E"- accredited media were required to have tickets to gain access to the venues for a limited number of high-demand events only as determined by the Press Operations Department.
- "F" category; all "F"- accredited persons (athletes and team officials) were permitted access to the venue and seating without a ticket at the venues of the sport in which they were involved. Complimentary tickets were available at the villages and were required when visiting other venues. "Fx" - accredited (extra) officials were admitted to the venues at which they were participating as coaches and the like, but were not entitled to obtain complimentary tickets for other sports.
- "G" category; all "G"- accredited persons were permitted access to venues with a badge only for most events. Complimentary tickets were required for high-demand sessions only.
- "J" category; all "J"- accredited persons (IF executive board members) were permitted access to the venue and seating in the B-stand without a ticket at the venue of their own sport only. They were not entitled to obtain complimentary tickets for other events.

Olympic Family tickets for all sporting events were distributed on a first-come, first-served basis at the Biltmore, UCLA Village and USC Village. Distribution of tickets (when necessary) for journalists was handled by the Press Operations Department at the Main Press Center.

Each Olympic Family member was entitled to one complimentary ticket per day which had to be picked up by the Olympic Family member or an authorized designee. The designee was required to show an authorization card to obtain a ticket. These Olympic Family tickets allowed general admission to the specific stand, but no seats were reserved.

Olympic Family ticket stock was the same as sports ticket stock but was altered to distinguish it from general public stock. Olympic Family ticket stock stated clearly that appropriate accreditation was required along with the ticket for admission. In an attempt to foil any possibility of re-sale of such tickets to misinformed or uninformed members of the public, Olympic Family tickets were stamped "not for sale" in bright red ink.

Individuals granted U.S. Secret Service or U.S. State Department protection were permitted access to the G-stand if space was available.

Olympic Family had reserved the following number of seats in each stadium for each session. In general, Olympic Family members were not required to obtain actual tickets for admission to events, but could enter stadia by presenting their accreditation badge. However, for some high-demand events, persons in accreditation categories B, C and G were required to pick up tickets. Individuals with category A accreditation were only required to obtain tickets for the Opening and Closing Ceremonies, while D-accredited competition officials could enter their own sport's

arena without a ticket, but were ineligible to obtain complimentary tickets as available to the B/C/G categories. E-accredited news media did not have to obtain tickets for any events except both ceremonies, men's basketball final and both sessions of boxing finals. Those with F-category accreditations could enter the stadium of the sport they were involved in only and were ineligible to obtain complimentary tickets.

Stand categories and occupants:
 Stand A: Members of the IOC and guests.
 Stand B: IOC commission members, staff and IF/NOC/OCOG officers.
 Stand C: NOC chefs de mission and attaches.
 Stand D: Competition officials and juries.
 Stand E: Press, radio and television representatives.
 Stand F: Competitors and team officials.
 Stand G: Guests of the organizing committee.

Olympic Family seating inventory and ticket distribution

Event/sport	Seats reserved in stand A	Seats reserved in stand B	Seats reserved in stand C	Seats reserved in stand D	Seats reserved in stand E	Seats reserved in stand F	Seats reserved in stand G	Total
Opening Ceremonies	187	916	588	1,346	3,994	0	460	7,491
Archery	14	28	42	0	84	42	14	224
Athletics	187	297	216	99	4,072	1,518	198	6,587
Baseball	14	42	72	15	118	102	20	383
Basketball	54	80	211	40	836	251	58	1,530
semifinals/finals	54	80	211	40	1,026	251	58	1,720
Boxing	70	84	162	0	730	364	56	1,466
quarter/semifinals	70	84	162	0	888	364	56	1,624
finals	70	84	162	0	992	364	56	1,728
Canoeing	10	20	40	10	480	0	20	580
Cycling	30	30	104	15	590	104	30	903
Individual Road Races	20	50	100	0	180	100	30	480
Team Time Trial	10	40	50	0	100	100	20	320
Equestrian	52	74	130	22	444	197	52	971
Fencing	20	20	56	0	149	145	15	405
Preliminaries	10	10	26	0	106	106	10	268
Football	34	36	161	85	339	299	35	989
Rose Bowl/semifinals	34	36	161	85	756	415	35	1,522
Rose Bowl/finals	34	36	161	85	756	934	35	2,041
Annapolis	0	0	0	0	0	96	0	96
Harvard	15	30	21	21	0	105	15	207
Stanford	0	0	0	0	0	65	0	65
Gymnastics	56	84	222	60	1,061	318	56	1,857
Rhythmic sessions	56	84	172	48	994	274	56	1,684
Handball	19	19	48	36	139	90	19	370
Finals at The Forum	40	60	101	35	846	245	38	1,365
Hockey	20	32	94	40	260	160	28	634
Men's final	20	32	80	60	280	262	28	762
Judo	22	34	60	10	288	112	30	556
Modern Pentathlon								
Equestrian/running	15	30	48	0	126	84	15	318
Fencing	10	10	20	0	75	0	10	125
Swimming	21	21	48	0	164	120	21	395
Rowing	10	20	40	10	480	0	20	580
Shooting	10	10	30	12	100	0	10	172
Swimming	38	60	92	66	1,617	668	38	2,579
Diving	30	360	110	65	1,953	294	30	2,542
Synchronized Swimming	38	60	92	66	1,617	668	38	2,579
Water Polo	19	38	38	38	211	112	30	486
Tennis	21	24	82	12	400	110	24	673
Volleyball	24	36	144	68	420	320	24	1,036
Weightlifting	14	28	56	33	600	102	9	842
Wrestling	31	31	97	0	491	323	31	1,004
Closing Ceremonies	187	726	464	964	3,994	4,000	460	10,795

Notes:

- (1) D-accredited officials in Boxing had 20 seats reserved for them inside of the field of play area.
- (2) Figures above include only seats which were available for sale; Olympic Family and press/radio/TV seating. Non-public areas such as on the field of play or in press boxes are not included.
- (3) Press/radio/TV seating shows only the number of saleable seats which were used and do not reflect actual capacities for media use. See the seating tables in sections 23.11 (press) and 32.03 (Radio-TV) for actual seating capacities after installation of equipment and tables.

Ticket allocations and distribution for pre-selected high-demand events

<i>Event/Date</i>	<i>Category B tickets allocated</i>	<i>Category B tickets picked up</i>	<i>Category C tickets allocated</i>	<i>Category C tickets picked up</i>	<i>Category G tickets allocated</i>	<i>Category G tickets picked up</i>
Opening Ceremonies	916	872	588	737	460	255
Athletics:						
11 August (final day)	297	292	216	216	198	196
Basketball:						
7 August (W final 1-4)	80	66	211	71	58	24
8 August (M semifinal 1)	80	31	211	47	58	13
8 August (M semifinal II)	80	24	211	40	58	21
9 August (M final 3-4)	80	47	211	76	58	26
10 August (M final 1-2)	80	80	211	210	58	58
Boxing:						
9 August (semifinals I)	84	26	162	105	56	25
9 August (semifinals II)	84	67	162	125	56	25
1 1 August (finals I)	84	82	162	104	56	37
1 1 August (finals II)	84	61	162	120	56	32
Cycling:						
3 August (final day)	30	25	104	16	30	9
Football:						
1 1 August (final 1-2)	36	36	161	160	35	35
Gymnastics:						
3 1 July (M team finals)	84	83	222	118	56	25
1 August (W team finals)	84	82	222	180	56	52
2 August (M all-around)	84	76	222	77	56	36
3 August (W all-around)	84	79	222	106	56	32
4 August (M apparatus finals)	84	72	222	121	56	38
5 August (W apparatus finals)	84	73	222	105	56	17
1 1 August (rhythmic finals)	84	56	222	69	56	28
Swimming:						
29 July (swim finals)	60	60	92	89	38	37
30 July (swim finals)	60	60	92	91	38	38
31 July (swim finals)	60	60	92	90	38	37
2 August (swim finals)	60	58	92	74	38	34
3 August (swim finals)	60	52	92	83	38	25
4 August (swim finals)	60	60	92	86	38	32
(Diving:)						
6 August (W springboard)	60	51	110	93	30	30
8 August (M springboard)	60	28	110	45	30	14
10 August (W platform)	60	51	110	58	30	30
12 August (M platform)	60	30	110	65	30	12
Volleyball:						
5 August (W semifinals)	36	35	144	59	24	12
7 August (W final 1-2)	36	34	144	144	24	24
8 August (M semifinals)	36	36	144	72	24	22
11 August (M final 1-2)	36	25	144	56	24	11
Closing Ceremonies	726	663	464	776	460	202
Totals	4,073	3,543	6,358	4,684	2,533	1,544
Percentage of use		87%		74%		61%

(1) Tickets were required for all categories for both the Opening and Closing Ceremonies. Persons in the categories A, D, E and F all used 100 percent (or more) of the seats allocated to them for both events.

Olympic Arts Festival ticket sales by performance category

	<i>Ticketed performances</i>	<i>LAOOC capacity*</i>	<i>Tickets sold</i>	<i>Complimentary tickets</i>	<i>Gross revenue</i>
Dance	60	137,550	99,893	8,054	\$1,396,153
Theatre	33	123,745	93,001	7,733	1,582,901
Music	281	47,494	38,866	2,304	1,218,695
Total	374	308,789	231,760	18,091	\$4,197,749

*Seating capacity less unsold tickets returned for sales by others for Los Angeles theater groups, Hollywood Bowl performances and performances of the Royal Opera of Covent Garden

**33.03.9
Olympic Arts Festival ticketing**

The Olympic Arts Festival (OAF) ticketing system was handled via a modified version of the computerized system designed to process Olympic sports tickets. While the OAF staff was responsible for the artistic aspects of the Festival as well as all the attendant business and logistical arrangements, the Ticketing Department was responsible for ticketing all Festival performances. This included processing mail orders, filling customer requests, processing refunds, printing and distributing tickets and operating box offices at all performance venues.

The starting point for the OAF system was the sports ticketing system as it existed in January 1984, which was when the Ticketing Department commenced work on the OAF. The basic difference in the two systems was the number of price scales per event (six for OAF, four for sports) and that no random selection process was included in the OAF sales system.

In mid-January 1984, the Olympic Arts Festival order brochure was released to the general public. As a result, there was not only a large influx of orders but also written and verbal queries from the public. The existing customer services group handled all customer inquiries and problems.

Event codes were not included in the OAF order brochure, therefore, each order item on each order form required hand coding with a two-digit event code.

Allocations were set for the following categories for each of the more than 350 performances:

- General public
- Complimentary (company and venue)
- Co-producers
- LAOOC board of directors
- LAOOC patrons
- LAOOC sponsors
- Physically challenged
- Press, radio and television
- Protocol (coordinators, IOC, IF, NOC)
- Kills (unusable seats)
- House holds
- Contingency

Unlike sports ticketing, OAF had no random selection for over-subscribed events. Space was reserved first for people who ordered predefined packages and then on a first-come, first-served basis for non-package orders.

OAF mail order sales were cut off on 1 May 1984. An agreement was made with TicketMaster which allowed it to sell all the unsold OAF inventory except tickets for the Royal Opera of Covent Garden and Hollywood Bowl events, which were returned to other organizations.

TicketMaster operates numerous ticket sales locations in Southern California. Inventory and sales are controlled on a central computer with each outlet gaining access to the main computer through telephone lines.

Ticketing

All orders that had a balance due were routed to the Ticket Distribution Center (TDC) rather than being sent directly to the customer. Customers then went to the TDC, paid their balance and picked up their tickets. On 10 July all orders where no payment had been made were reclaimed by the LAOOC and a notice to this effect was sent to the customers. Notice had previously been sent to customers with a balance due giving them one week to get their tickets. The remaining balance due orders were reclaimed on 19 July. Reclaimed tickets were counted, reconciled and categorized as "deadwood" (past the date of performance) or tickets available for resale. When appropriate, tickets for resale were given to TicketMaster or returned to OAF venue box offices for sale.

OAF ticketing statistics

Orders received: 23,864
Ticketed sites: 20

Order receipt for mail order processing

January	6.9%
February	57.7%
March	16.1%
April	10.9%
May	8.4%

33.04 Ticket printing and distribution

33.04.1 Overview of ticket printing

The LAOOC developed a unique system for processing orders which represented a departure from the prevailing practice of producing pre-printed physical tickets whereby each individual order had to be filled by tedious and error-prone manual methods.

The new approach, for the first time, combined modern computer technology with the latest developments in printing technology. The result was the printing of custom tickets for each order.

Ticket printing involved the following steps:

- Preparation of Olympic ticket stock
- Receipt of computer print tapes which contained all ticket orders
- Processing of the print tape through custom ticket printer
- Inspection and auditing of the tickets produced
- Stitching (stapling) of tickets
- Cutting tickets
- Stuffing tickets into envelopes
- Application of registered mail labels
- Packaging of tickets for shipping
- Accounting for all tickets printed, packaged and shipped
- Registered delivery by the United States Postal Service

The remarkable feature of the LAOOC's ticket printing system was the ability to print customized tickets. After receipt of the raw, unprinted ticket stock, the computerized ticket printing machinery read information off of the print tape which allowed it to imprint the raw stock with the appropriate sport pictogram, session, day, date and time, price, event, location and seat assignment. For tickets ordered by mail, the tape also provided the purchaser's name which was imprinted in the lower left hand corner of each ticket. The print tapes allowed printing of eight tickets at a time, each of which was part of a different order. Thus, the orders of eight persons who had each purchased ten tickets were printed simultaneously on ten sheets of eight-ticket stock. The ten sheets were then cut to form the ticket package for each person. This ten-sheet print process was much faster than the conventional method of printing the 80 tickets involved individually.

The largest problem in the printing process was related to the receipt of print tapes from the computer center. The ticketing computer system, because of the complex sorting requirement of the print process, could not always create print tapes in advance of the completion of printing the prior tapes. This resulted in a start/stop type of print operation while waiting for more tapes to be produced.

Another problem inherent in the printing operation concerned the possibility of printing duplicate tickets. This could occur whenever it was necessary to restart the machine following a stoppage. Stoppages were fairly frequent because of paper jams or other causes. Extreme vigilance was necessary to detect the printing of duplicate tickets. In several instances duplicate tickets were discovered during the final audit process.

The final phase of the process required the application of registered mail labels to the ticket envelopes for delivery through the United States Postal Service. This process required large amounts of manpower and could not be mechanized.

33.04.2 Determination of the venue manifests

A venue manifest, or seating chart, was obtained from each of the existing venues. Manifests were created by the Architecture and Ticketing Departments for new venues. Seat kills due to camera locations, commentator booths and other obstructed views were recorded on the manifest. This project was completed by visiting each venue. Olympic Family seat locations were determined by analysis of prior Games attendance patterns and consultation with various LAOOC departments. The houses were scaled (seats assigned to price categories) based on existing scalings for similar events and natural physical divisions between seating in each venue. The manifests were then entered into the ticketing system with seat kills, Olympic Family and obstructed views appropriately marked.



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After the manifests were entered into the computer, a printout was generated indicating each seat location in the respective venue. These printouts were then verified by visual inspection of every seat at every venue to ensure that the manifests were accurate.

Venue seating charts were prepared in booklet form and distributed to all special sales groups.

33.04.3 Ticket design

Tickets for prior Games were preprinted in advance of sale and normally included a different ticket stock for each sport or venue. Since the LAOOC's ticket system printed tickets to customer order, separate ticket stock for each sport could not be produced. Consequently, with the exception of the Opening Ceremonies ticket, all ticket stock printed through the main system was the same. Variable data was printed for each individual order and included sport,

9 Olympic mail-order tickets were delivered in a booklet form containing event tickets as well as Opening and Closing Ceremonies tickets.

10 Computer imprinted event tickets were generated on-site at Olympic Ticket Centers.

date, time, venue, seat location, customer name, customer order number, sport pictogram and event code. The ticket design included a festive rainbow tint to coordinate with the overall Look of the Games. Security features included a watermark imbedded in the ticket stock and a recently developed ink which disappeared when heat was applied. The color would disappear and then return to its normal state when the heat was removed. The latter anti-counterfeiting feature was significant since the ink was new on the market and had not been used commercially in the United States prior to the 1984 Olympic Games. Tickets were bound in a binder which was color coordinated with the tickets.

Separate ticket stock was designed for over-the-counter sales of football tickets for matches held at sites outside of Los Angeles. These tickets contained minimal security features since the LAOOC did not believe there was any economic benefit to the counterfeiting of these tickets. A third stock was used for Southern California Ticket and Information Center sales. The primary security feature contained in these tickets was metallic lettering which could not be copied by color-reproducing photocopiers presently on the market.

33.04.4

Ticket distribution procedures

The number of tickets produced for the mail order system was approximately 5,850,000 which included about 225,000 Olympic Arts Festival tickets.

Delivery of tickets was accomplished through the registered mail system of the United States Postal Service (USPS). Under registered mail procedures, delivery of mail is made to the designated person who must sign for receipt. If the letter carrier was unable to deliver the tickets, the process of notification and delivery was repeated. The Postal Service maintains a system for tracing mail that is reported lost and undeliverable. Undelivered tickets were returned to the LAOOC within 15 days.

Approximately 96 percent of all mail-order ticket orders were delivered through the registered mail system. About 3,100 orders were returned to the LAOOC as undeliverable, and were then distributed through the Ticket Distribution Center. Approximately 300,000 United States general public ticket orders were distributed by the USPS.

The basic procedure required the LAOOC to deliver the ticket packages from the printer to the main USPS facility in Los Angeles. Orders were then distributed through the registered mail procedures utilized by the USPS. With bulk orders, the LAOOC provided lists indicating the items included in each delivery to facilitate USPS handling of the large quantities without confusion.

The USPS agreed to process the orders and enter them into its system within 24 hours after receiving them. If a delivery attempt to an addressee was unsuccessful, a receipt was left in the mailbox requesting that the addressee come to the Post Office within five days to redeem the package. After the five-day period lapsed, a second notice was sent. After 10 days, the unclaimed parcels were returned to the LAOOC Ticket Distribution Center (TDC). For parcels that were mailed after 5 July, the return time was shortened by five days so that the non-deliverable packages came back to the Ticket Distribution Center in approximately 10 days. This registered mail system worked efficiently, with less than four percent of the packages returned to the Ticket Distribution Center.

The TDC was established as a will-call facility where the United States general public and special sales groups could obtain previously ordered tickets for both the Olympic Arts Festival and the Olympic Games, which for various reasons were not delivered directly to them. These ticket orders were comprised of undeliverable tickets, general public orders with balances due, special sales orders, orders processed too late to mail and reprinted orders.

The TDC also provided a location for customers to resolve ticketing problems. Problems commonly noted during TDC's operational phase were tickets received but not ordered, tickets ordered but not received, lost or stolen tickets requiring reprints and physically challenged ticket exchanges.

Tickets for venue ticketing operations were also distributed from this location. The TDC provided a central location from which contingency tickets, duplicate tickets and day of event sales tickets were distributed.

The TDC also provided a convenient ticket storage facility for various special projects. Tickets from ticket faires, for marathons and remote football sites, youth tickets and remote outlet ticket stock were all stored in the TDC vault and issued as needed.

Because of the nature of the function performed by the TDC, it was imperative that this operation constantly interact with several other departments. The Ticketing Customer Service and Public Information Departments were integral in informing customers that their orders were at the TDC. Additionally, the Ticketing Customer Service representatives were responsible for initiating reprint requests and maintaining communications with the TDC in an effort to relay information regarding anticipated customer order problems.



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11 LAOOC ticket staffer checks inventory.

The TDC relied heavily on the customer research group to research and determine the resolution of ticketing problems. This was necessary since all of the order documentation was maintained at the ticketing data center and, therefore, problems had to be researched using this documentation. Customer research would inform the TDC whether or not ticket returns should be accepted. This group also researched original orders and payments for all problem orders.

The following process occurred for orders which were unable to be delivered to the customer:

- The undeliverable orders were returned to a post office box and retrieved from this box by a TDC employee.
- Orders were logged by the vault custodian and given to the data entry clerk at the TDC for input in the inventory listing.
- Once entered at the TDC, the list was sent to the Computer Center for entry, allowing two separate, perpetual inventories to be maintained independently.
- Customers were required to provide appropriate identification before picking up their order.

The process for balance due-orders was similar to that for undeliverable orders except for the following:

- The orders were sent to the TDC directly from the printer.
- The orders were accompanied by a manifest which detailed the order number, customer name and balance due.
- The customer was required to pay the entire balance due before the order was released.

Ticketing

The TDC staff assisted special sales groups (NOCs, sponsors, suppliers, hotels, foreign broadcasters, etc.) in verifying their tickets against a manifest or a ticket allocation. The process for these large orders was similar to that for the smaller general public orders except that all special sales orders were verified by the customer before the customer signed for the order. A TDC customer service representative was present at all times during the verification process. Physically challenged tickets sold at the Ticket Information Centers were also distributed through the TDC.

The TDC handled a total of 12,961 orders, including 398 general public balance due orders for the Games and 681 for the Olympic Arts Festival. A total of 175 special sales orders were handled there as well.

33.04.5

Ticket operations and types

Although the greatest number of tickets handled by the Ticketing Department were bound for the U.S. general public, the department had to handle a wide variety of ticket publics:

- General public sales in the United States
- Physically challenged seat sales in the United States
- Patron program sales
- Sales to the IOC, LAOOC sponsors and suppliers, National Olympic Committees, Official Olympic Hotels and television broadcasters
- Sales to venue and site owners who included the right to buy tickets in their rental agreements with the LAOOC
- Ticket users who did not pay for their seats: Olympic Family members, Olympic participants and press, radio and television personnel
- Ticketed seats which were not salable, including those blocked by television cameras, platforms and other devices

In order to be sure that difficulties with duplicate tickets or obstructed views were resolved promptly during the Games, representatives of the Ticketing Department were assigned to each site and had available a small number of so-called contingency tickets. Although a tiny percentage of the total number of seats at a site, the handful of contingency tickets was available to the ticketing representative to seat spectators who had obstructed views, broken seats or whose tickets had been stolen. Contingency tickets were spread throughout the stadiums in all price scales and were controlled solely by the venue ticketing representative.

A small number of tickets were reserved for the use of the senior management of the LAOOC in case of emergencies and were controlled through the office of the president of the LAOOC at the Biltmore Hotel. The number of tickets reserved for such use totalled less than one-third of one percent of all tickets available.

Venue ticket use summary

Event/sport	No. of sessions	No. of tickets available for sale	No. of tickets actually sold	Percent sold	Category A/B/C/D/F/G seats available	Category E seats used for press/radio/TV	Tickets distributed on complimentary basis	Seats blocked or otherwise unusable
Opening Ceremonies		78,000	78,000	100	3,497	3,994	1,900	4,000
Archery	8	33,000	33,000	100	1,120	672	100	100
Athletics	15	1,280,000	1,200,000	94	37,725	61,098	10,900	2,900
Baseball	8	456,000	399,000	88	2,120	944	200	400
Basketball	34	541,000	450,000	83	23,596	29,944	1,400	2,800
Boxing	26	363,000	273,000	75	19,162	19,820	2,800	6,200
Canoeing	6	56,000	41,000	73	600	2,880	500	0
Cycling	5	38,000	38,000	100	1,565	2,950	100	0
Equestrian	10	353,000	315,000	89	5,270	4,440	5,500	0
Fencing	18	44,000	44,000	100	3,668	2,252	300	200
Football	32	1,824,000	1,313,000	72	11,064	4,980	500	45,400
Gymnastics	17	143,000	143,000	100	13,214	17,836	2,600	30,600
Handball	18	63,000	59,000	94	4,446	3,209	200	19,800
Hockey	24	471,000	229,000	49	9,084	6,260	300	3,300
Judo	8	27,000	27,000	100	2,144	2,304	500	5,300
Modern Pentathlon	4	23,000	21,000	91	473	491	100	100
Rowing	7	65,000	53,000	82	700	3,360	700	0
Shooting	7	40,000	34,000	85	504	700	200	0
Swimming	12	146,000	146,000	100	11,544	19,404	7,200	5,900
Diving	12	140,000	140,000	100	7,068	17,577	5,500	19,000
Synchronized Swimming	4	54,000	45,000	83	3,848	19,404	1,000	1,900
Water Polo	21	94,000	86,000	92	5,775	4,431	2,000	700
Tennis	6	38,000	38,000	100	1,638	2,400	400	4,000
Volleyball	26	271,000	271,000	100	16,016	10,936	1,000	3,200
Weightlifting	19	72,000	59,000	82	4,598	11,400	600	2,700
Wrestling	20	124,000	113,000	91	10,260	9,820	500	1,400
Closing Ceremonies		72,000	72,000	100	6,801	3,994	8,000	100
Totals	369	6,909,000	5,720,000	83	207,500	267,500	55,000	160,000

Notes:

- (1) The above totals do not include the 160,000 contingency tickets, which were used by venue ticketing staff to replace lost tickets and the like; contingency tickets were spread throughout all sections and price scales.
- (2) Figures above include only seats which were available for sale; Olympic Family and press/radio/TV seating in non-public areas such as on the field of play or in press boxes are not included.
- (3) Press/radio/TV seating shows only the number of saleable seats which were used and do not reflect actual capacities for media use. See the seating tables in sections 23.11 (press) and 32.03 (Radio-TV) for actual seating capacities after installation of equipment and tables.
- (4) Complimentary tickets do not include "Day Passes" which were given to each Commissioner and were completely within his discretion as to distribution. Approximately 50 such passes were provided to each Commissioner for each session of his sport.

33.05 Summary

The LAOOC's goal was to make Olympic tickets available to the widest number of people possible in the fairest manner possible, regardless of the complexity of the systems required. Overall, this goal was achieved as millions of people attended Olympic events through the purchase of tickets via a rigorously-controlled mail order process and special sales division.

The unique ticket printing system also allowed the customized printing of Olympic tickets for the first time and speeded the process of production and mailing after allowing mail orders to be placed up to just 90 days before the Games began. The program for ticket delivery to purchasers and late pick-up at the Ticket Distribution Center gave all purchasers an easy opportunity to acquire their tickets, even at the last minute.

Although few are ever happy with any ticket distribution program, the LAOOC scored some notable successes in the ticketing area:

- Tickets were genuinely available to the general public in the United States in a manner which sought to and succeeded in allowing the maximum number of purchasers to obtain tickets to high-demand events. The decision to ignore the myriad of special interest groups which claimed first right to desired tickets resulted in a wider variety of

Olympic attendees than would otherwise have been possible—a benefit for both those who attended and the Olympic Movement in general, thanks to its exposure to many who would never have had the chance otherwise.

- Sales to hotels, NOCs, sponsors and television broadcasters required each to buy a package of events spread across various sports and events, rather than picking and choosing from the menu of events as had been done in the past. This also allowed more public participation in the Games, although each special sales group was able to work with the LAOOC to fine tune their ticket purchases.
- The LAOOC's Patron Program provided an option for those who wanted to absolutely assure themselves of the tickets of their choice and wanted to make a significant financial contribution which allowed thousands of physically challenged, senior citizens and youngsters to attend the Games for free.

The response of the U.S. public to the mail order ticket sales program was outstanding and the LAOOC was able to keep up with the rush of orders and provide timely acknowledgements, additional ticket availability information to mail order purchasers and the actual tickets for the Games beginning in June 1984. Tickets came to the public in June and July through the mails and were available over the counter at the nine ticket and information centers and at the Ticket Faires at Santa Anita Park and Hollywood Park.

The ticketing printing program was fully successful in allowing the LAOOC to accept orders until a very late date before beginning the production process. After tickets were printed and mailed, the Ticketing Department was well prepared for last-minute problems and questions with the special customer service telephone banks in July 1984 and the cadre of venue ticketing representatives who were ready to solve the minor ticketing questions certain to arise in any event of the magnitude of an Olympic Games.

Thanks to the automated processing and production systems and a determined program of fair distribution, the LAOOC was able to make the Games available to what turned out to be the greatest number of spectators in Olympic history.

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34.01 Concept and goals

With an entire summer of success stories to choose from, it is difficult to single out one area of the 1984 Olympic Games as more successful than another. Even though the Los Angeles Olympic Organizing Committee envisioned the Olympic Torch Relay as an excellent means of generating enthusiasm for the Games and, as a fund raising project, providing a sports legacy for United States youth, it would have been impossible for even the most optimistic staff members to predict the overwhelmingly positive response by the U.S. public to the torch relay.

The concept of conducting a torch relay and using a flame prior to and during an Olympic Games is not a new one. The tradition of lighting the flame originated during the ancient Games in Olympia and was revived for the 1928 Games in Amsterdam when a giant flame was lit at the entrance to the main stadium and burned throughout the course of the competition. In 1936, a torch relay was initiated before the Berlin Games and subsequent organizers of the Games have followed that lead.

The LAOOC decided very early in its existence to undertake one of the more ambitious relays in history by beginning the run in New York City and traversing the United States over a period of more than two months. In early planning stages, the relay was expected to pass through each of the 50 states and capitals and District of Columbia in 84 days. The LAOOC hoped that by bringing the torch to all parts of the country the United States public would band together to support the Games and welcome the world's athletes. The new twist to the relay was the addition of the Youth Legacy Kilometer (YLK) program, a means to raise funds for existing youth sports programs through the sponsorship of designated kilometers along the relay route. The LAOOC envisioned the torch relay, if run successfully, to provide 84 days of positive publicity.

34.02 Development of the Youth Legacy Kilometer program

The idea for a Youth Legacy Kilometer (YLK) program first surfaced during a planning session in mid-March 1981. At that time, the only sure thing established about the torch relay was that there would be one.

Many ideas were proposed during that session, such as inviting established entities like the Young Men's Christian Association (YMCA), Boys and Girls Clubs of America, the Junior Chamber of Commerce (Jaycees) and individual sports federations to become partners in the torch relay, but their exact involvement was undecided. Other suggestions included sending the Olympic flame to each of the five competing continents and making the YLK program available to each country to raise funds for its Olympic athletes.

In mid-May 1981, a basic format for the torch relay took shape with the decision to fly the flame from Greece directly to the United States. It was proposed that the relay cover 10-12,000 miles over a four- to six-week period reaching as much of the country



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- 1 A torchbearer carries the flame at dusk along a scenic route in Colorado.
- 2 An AT&T representative and LAOOC President Peter V Ueberroth (right) announce AT&T as the Official Sponsor of the Olympic Torch Relay on 9 June 1982.

and population as possible with the responsibility for the relay divided among three organizations (YMCA, Boy Scouts, Girl Scouts, etc.). The possibility of finding a corporate sponsor to provide uniforms and torches was suggested as was a separate torch-lighting ceremony at each Olympic venue.

Very little was decided regarding the torch relay or the establishing of the YLK program for more than a year following the first discussions since more pressing and immediate issues were being decided within the LAOOC. However, the program took a step forward in earnest on 9 June 1982 when American Telephone and Telegraph (AT&T) was named an "Official Sponsor of the 1984 Olympic Games" and also became the "Official Sponsor of the Torch Relay Run."

In September 1982, the LAOOC decided that AT&T would be responsible for relay route logistics and qualifying torchbearers. The idea of a cadre of runners was raised with the initial proposal including a 16-person cadre consisting of eight men and eight women. The LAOOC proposed that the marketing end of the torch relay become the responsibility of a triumvirate consisting of the YMCA, Boy Scouts and Boys Clubs of America. This would allow AT&T to concentrate on the logistical components of the relay, the triumvirate to coordinate the marketing of the YLKs and the LAOOC to oversee the project.

A month later, the plan was defined further. Sixty percent of the now proposed 16,000-17,000 mile (25,744-27,353 kilometer) route was to be covered by a cadre consisting of eight runners and eight cyclists, with the remaining 40 percent of the route designated as community kilometers. The community kilometers would comprise the fund raising portion of the project, and the torchbearers for those community kilometers would be selected during a "National Qualifying Day." Sixty-five percent of the community kilometers would be run by winners of different classes and categories of runners, 10 percent from winners of the handicapped races, 20 percent from those runners who completed a designated distance in a prescribed amount of time and five percent from handicapped participants who also had to complete a specified distance within time limits imposed. Those competitors who had completed the specified distance within the required amount of time would be eligible for a random drawing to complete the established quotas for their category. The LAOOC suggested that a "Council on American Youth Organizations" be formed to decide how to disperse the funds raised during the torch relay.

By January 1983, AT&T submitted a preliminary relay route and designated its Long Lines Division as the responsible entity for the torch relay. By this time, the idea of a national qualifying day was remote, and work was progressing toward signing contracts with the YMCA, Boys Club of America and Girls Club of America to help with the marketing of the kilometers and to become the recipients of a \$3,000 donation for each sponsored kilometer designated for their organization.

On 31 March 1983, the LAOOC Torch Relay Foundation was incorporated and organized for educational and charitable purposes in conformance with Section 501 (c)(3) of the United States Internal Revenue Code of 1954. The LAOOC was advised that if all the appropriate steps were taken, each \$3,000 contribution to the YLK program could be claimed by individuals and corporations as income tax deductions.

Final contracts were signed with the Girls Club of America (12 July 1983), Boys Club of America (13 July 1983) and the YMCA (18 July 1983), granting them the right to solicit members of the general public, including individuals, corporations, partnerships and other organizations to serve as sponsors of individuals who would carry the Olympic torch for certain kilometers of the relay. Funds from the Youth Legacy Kilometers would be divided; the parent organization would receive a small percentage and the local club

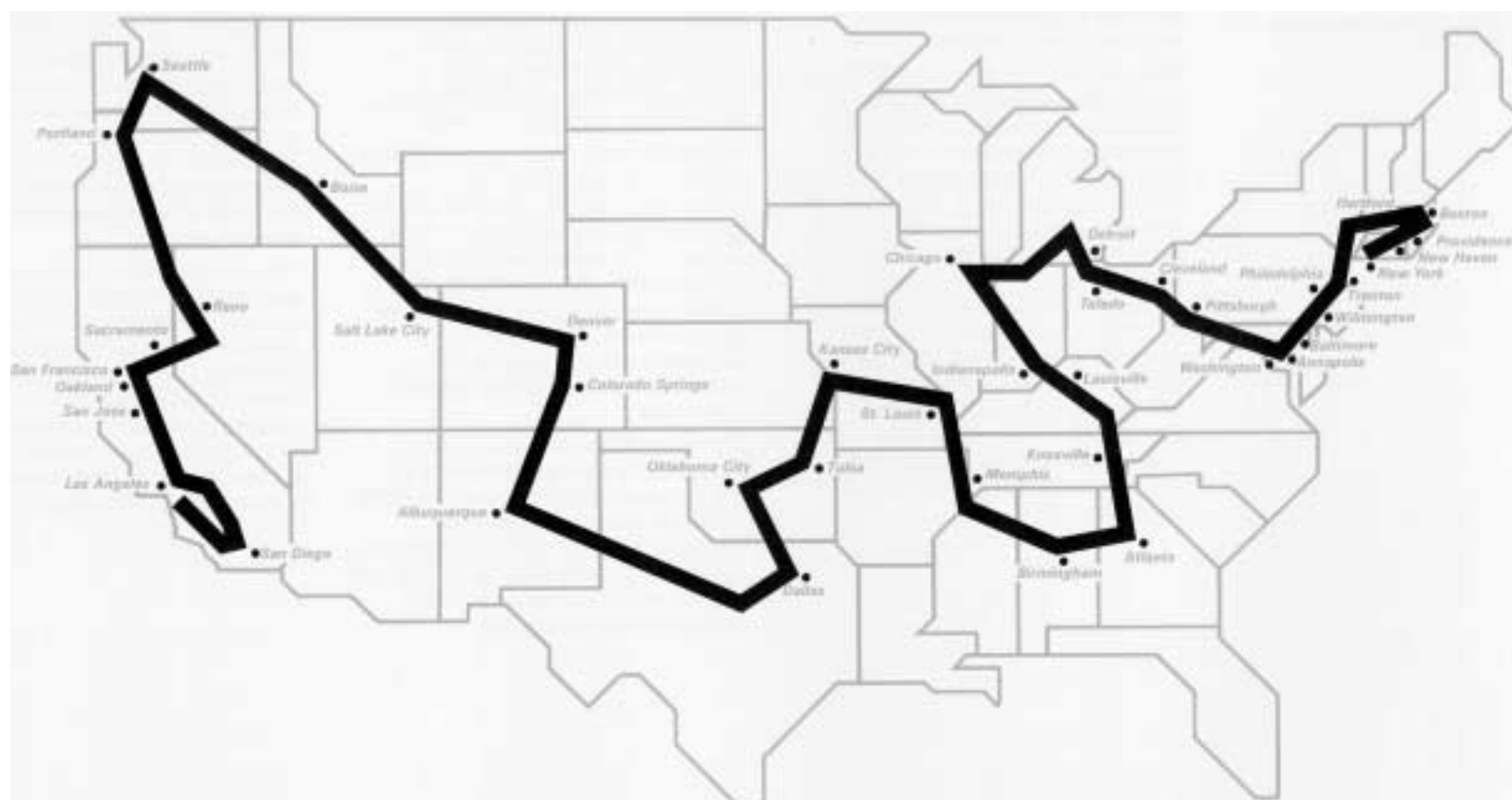
would receive a large majority of the donation. The LAOOC reserved the right to oversee the program, designate which runners would run which kilometers, collect all funds and provide a commemorative torch and appropriate runner's outfit. A fourth organization, the Special Olympics, was added to those organizations which qualified for torch relay funds in January 1984.

The YLK program was expanded in January to include organizations devoted to youth and sports, provided they met certain criteria:

- Each group must be active in training young people in sports and have access to available athletic facilities.
- Each group must have commitments for a minimum of 50 Youth Legacy Kilometers.
- Each group must be a charitable foundation in compliance with applicable laws.
- The group must not be primarily engaged in the training of athletes for either the Olympic or Pan American Games.

Throughout the planning stages of the torch relay, several different LAOOC staff members assumed responsibility for the development of the torch relay and YLK program. In May 1983, a director for torch relay operations was

Route of the 1984 Olympic Torch Relay





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3 Modifications are made to the torch.

4 Organizers working on the relay logistics at the LAOOC's Marina Center.

5 LAOOC Executive Vice President/General Manager Harry L. Usher participates in the Los Angeles press conference announcing the Olympic Torch Relay.

hired to coordinate and refine the basic program which had already been developed.

The public announcement of the torch relay program was made exactly one year prior to the date of the Opening Ceremonies (28 July 1983) through major press conferences held in New York City and Los Angeles. The program had evolved from its early stages into one where any person or corporation who donated \$3,000 to one of the three (and later four) eligible organizations could carry or designate someone else to carry the torch for one kilometer. Senior management felt that this method of designating torchbearers allowed the largest possible cross section of people to become involved in the relay. All kilometers that were not sponsored were run by AT&T's cadre (no cycling).

Once the program was announced, the LAOOC followed with informational newspaper advertisements in major cities in the United States and also printed 500,000 information brochures for a mailing campaign. The LAOOC had anticipated that there would be great interest in the relay (and the Olympics in general) and expected a large response. However, for people located outside the Los Angeles area, the Olympics seemed a long time away, and the expected response did not materialize right away. To further complicate matters, the LAOOC maintained its policy of keeping the promotion of the YLK program to a minimum.

Because of the disappointing start of the YLK program, the torch relay staff embarked on a low-profile campaign to heighten the public's awareness of the relay. The LAOOC sent a staff member on a two-month tour of major cities to contact businesses, trade associations, community groups, athletic groups and individuals who might have an interest in sponsoring a kilometer in the relay. In addition, the staff member appeared on local television and radio talk shows and news programs to provide basic information regarding the YLK program.

At the same time, the LAOOC requested the help of its East Coast office in promoting the torch relay there. The East Coast office had the resources to contact many major groups whose headquarters were located in Washington, D.C. and influential political and business leaders to heighten efficiently the awareness level of large numbers of people.

In addition, the LAOOC targeted 26 key cities and set up task forces, composed of leading members of the community and youth clubs, to help generate YLK sponsorships in their communities. The LAOOC also relied heavily upon 30 and 60 second radio and television public service announcements to heighten the public's awareness of the relay and fund raiser.

The sales of YLKs began to pick up speed with a large portion of the YLK sales occurring during December 1983. The large volume of sales was attributed to corporations holding onto funds until the end of the fiscal year and to the continuously growing public awareness of the program.

However, just as the program was gaining momentum, the controversy between the Hellenic Olympic Committee (HOC) and the LAOOC erupted over the alleged commercialization of the torch relay. At first, sales slowed because of the uncertainty of the situation and its effect on the relay. But sales of YLKs soon gained momentum again as the Greek protest seemed to help the program by giving it more publicity than it had ever had before. The controversy served to provide the United States public a stand on what it perceived as a noble program. Last-minute purchases of the YLKs gave the program a final push resulting in a total of more than \$10 million in funds raised for charitable purposes.

34.03 Development of the relay route

When the director in charge of the torch relay was hired, he was instructed to make sure the torch arrived safely and on time in Los Angeles for the start of the Games. That one brief sentence belied the enormity of the logistics involved in doing exactly that.

The development of the relay route went through several stages, formats and revisions before the final route was established. Preliminary route work completed by the LAOOC called for the torch to pass from one end of the country to the other and through each of the 50 states and capitals as well as Washington, D.C. Once the torch progressed from the East Coast to the

state of Washington, an auxiliary relay would branch out to both Hawaii and Alaska. That particular route covered from 16,000-17,000 miles and required the relay to operate on a 24-hour basis, with cyclists carrying the torch for a portion of the relay to meet time constraints. The eventual relay route consisted of runners only and covered 15,000 kilometers (9,375 miles) and traveled through 33 states plus the District of Columbia.

AT&T, as sponsor of the torch relay, was responsible for planning the logistics. Since AT&T was involved in an antitrust action which threatened to divide its nationwide telephone system into smaller, regional companies, the torch relay presented an opportunity to show that no matter what the outcome of the antitrust suit, AT&T could still be portrayed as a nationwide communications network. Since AT&T already had an existing nationwide network with excellent resources, the LAOOC assumed it was the perfect sponsor for planning a nationwide run.

AT&T worked in conjunction with the LAOOC in planning the relay route and the support systems needed to supply a caravan of 30-40 vehicles for the 84-day trek across the country. An intricate plan detailing the route, the management and logistics of the relay was submitted to the LAOOC in the summer of 1983 for final approval. AT&T had relied upon its Pioneer group, a nationwide community service group consisting of AT&T employees and retirees who had been with the telephone company for at least 18 years, to assist in gathering all the details for the proposed route.

The LAOOC then consulted a California agency that specializes in presidential and political campaign advance work for a critique of the submitted plan. In early September 1983, the consulting firm responded with a 16-point letter of potential problems in the AT&T/LAOOC plan and suggestions to improve it to ensure the relay's success. Some of the more important points were as follows:

- Instead of structuring an elaborate organizational network with many chains of command, hire one person to coordinate all aspects of the relay and designate assistants as necessary.
- Utilize the AT&T Pioneers as a resource rather than a structure in charge of the relay. As an existing entity, the Pioneers had their own structure and chains of command which were totally unrelated to the torch relay. They were a tremendous resource that could best be utilized at the direction of the LAOOC.
- Hire a scheduler and advance personnel and utilize volunteers to pull together the details of the relay.

Since routes sketched on paper have no authority, people should be placed in the field to deal with the agencies and details of the relay.

- Staff who have authority during the relay should be full-time LAOOC staff members. Since blame and responsibility for problems encountered along the relay route are ultimately placed on the LAOOC, the LAOOC should retain its authority over the program and staff.
- The operations center should be at the headquarters of the LAOOC to allow the advance people the opportunity to deal directly with someone who has decision-making capabilities.
- The advance team should serve as public relations personnel. A separate press advance team would be expensive.
- The LAOOC should not rely on setting up the details of the relay over the telephone with people who are unproven, but instead should meet personally with key organizers in the field.
- Utilize the advance staff during the relay since the staff should already have a good working knowledge of the route. In addition, the advance people would gain experience as the relay progressed, making them more knowledgeable than a new volunteer at each point.
- Restrict liaison with police and all other authorities to the advance person or designee to lessen confusion when changes occur within the relay.
- Establish good, solid communications systems in addition to radio, including procedures to pass the relay from one advance person to the next using phone contact points, people to answer the phones and runners to relay messages.
- Hold paperwork to bare essentials such as maps and permits. A good scheduler should be able to make things happen over the phone.
- Decide as soon as possible the number of cadre and Youth Legacy Kilometers as well as the number carried by the physically challenged. Each change means more than just speeding up or slowing down the relay; it can mean an adjustment in schedule for everyone after the change and result in a logistical nightmare.

The advice of the consulting firm and the increasing awareness of time constraints caused the LAOOC to reevaluate its plans. After mathematically applying predetermined times to each of the kilometers along the relay



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6 The parts of the torch.

route, it became apparent that the planned route just would not work. The torch would not arrive in Los Angeles in time for the start of the Games. Consequently, the originally-planned 50-state, 16-17,000-mile route was reduced to 33 states and 15,000 kilometers (9,375 miles).

The LAOOC then began to reevaluate all of the planning involved in the torch relay. In November and December 1983, the LAOOC recruited personnel to work as the field advance team. The relay staffs also met with AT&T to discuss production schedules of the support caravan vehicles. In December 1983, the LAOOC held training sessions for relay personnel and selected 15 advance personnel and four in-house schedulers.

The LAOOC implemented many of the suggestions of the consulting firm, including hiring a member of the firm as the relay route scheduler. During the first week of January 1984, 15 advance team members were sent out to begin the detailed process of trimming the route and making it workable and timely. Six advance team members were sent to the East Coast and nine were sent to areas on the West Coast. Each member was given a start point and a stop point by the scheduler and told to block a preliminary route. The advance staff drove along several different routes, converted miles to kilometers and converted kilometers

Torch Relay



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7 A view of the torch convoy during the relay.

8 A young torchbearer carries the torch at night in Atlanta, Georgia.

into time at the rate of five minutes twenty-five seconds for AT&T cadre kilometers and eight minutes forty-five seconds for YLKs to determine how long it would take to get from point A to point B. Advance staff were only given specific start and stop points and a specified time period to cover the distance. Each staff member was responsible for finding the best route while avoiding interstate highways for safety factors. Routes along frontal roads or surface streets were preferred to allow as many people as possible the opportunity to line the streets to see the torch as it passed.

Advance staff were instructed to buy maps of the area and mark the preliminary route on the local maps. The advance workers were also instructed to obtain as much information about the preliminary route as possible such as obvious benchmarks to help the next advance person follow the correct route. In addition, gathering other information, such as the terrain of the route, was important in routing the Youth Legacy Kilometers. The LAOOC did not want to place someone physically incapable along a particularly difficult kilometer.

While mapping out the preliminary route, the advance team was also responsible for contacting and evaluating AT&T Pioneers and key officials in local areas who would be involved with either the paperwork or the organizational end of the relay along the way.

Once a preliminary block schedule was planned, the advance team member contacted the scheduler at the LAOOC to report the collected information. The scheduler, in turn, placed the data into a computer system and provided the advance person with updated information on the number of YLKs scheduled for the area. Every time a YLK was added to a portion of the relay route, approximately three minutes were added to the schedule.

The preliminary block schedule was completed 15 February 1984, as the advance staff traveling east and those traveling west met for the final kilometers in Steamboat Springs, Colorado.

After the completion of the block schedule, the second phase of the route work began with the assignment of regions to each of the advance team members. During this second phase, the details of the relay were added to the data assembled at the LAOOC. Each advance team member was given a map of the preliminary route and was responsible for accomplishing the following:

- Redriving the route to make sure it was satisfactory and checking particularly with the local Department of Public Safety to make sure no road construction was planned along the way during the torch relay

- Adding identifying details (benchmarks) to the driving instructions to make the route easier to trace
- Assigning YLKs to particular kilometers along the route, placing them in prime locations and away from any hazardous or problem areas
- Contacting additional personnel in the area who would be essential for the relay's success (law enforcement agencies, local government officials, highway department, Pioneer personnel)
- Identifying possible "event" locations for local celebration ceremonies

After the detail phase of the advance work was completed, the torch relay personnel assembled in Washington, D.C. to attend a planning meeting regarding the establishment of an advance office and to begin a trial run of the relay.

The trial run was planned as an exercise in logistics to make sure the planning and route work would be successful. The trial run consisted of 800 miles along a portion of the actual route from Trenton, New Jersey to Cleveland, Ohio and was timed so that the relay would pass through a specific area on the same day it would during the actual run.

For the most part, the trial run from 18-24 March was successful. The relay staff began to sense the impending popularity of the torch relay. Even though the LAOOC had not publicized the trial run, large crowds gathered at many spots where the torch passed by.

Several lessons were learned from the trial run. Changes were made in the timing of the relay and more detail was added to the schedule. Also, procedures regarding the changing of vehicles and staff were amended. And, most significantly, the structure of the torch was modified to make sure it stayed lit during the relay. First, the valve that emitted the flame was imbedded too deeply in the bowl of the torch. Originally, it was thought that sinking the flame valve into the bowl would protect it from strong wind, however, it did exactly the opposite. The wind tended to flow over the bowl and snuff out the flame with its force. The valve was later raised to almost the top of the bowl. The second problem involved the size of the torch feeder valve. This valve, which allowed the gas from the torch to escape, was too small and tended to clog easily. The valve was enlarged, solving the problem. Another problem was the type of propane used. Usually,

ceremonial torches burn for only a few minutes, but the relay torches were required to burn for a longer period of time (up to 50 minutes). Since normal propane gas contained impurities that tended to clog the torch and extinguish the flame, a switch to a purer, hospital-quality propane was made.

Also, several logistical adjustments in the relay were made after the trial. The time allowed for AT&T cadre kilometers was changed from five minutes twenty-five seconds to four minutes thirty seconds and YLK times were changed from eight minutes forty-five seconds to seven minutes. In addition, the number of benchmarks logged on the detailed schedule were increased from one per hour to one every 20-30 minutes. This allowed the relay staff to determine if runners were going too fast or too slow and to make adjustments accordingly. Another addition to the detail schedule was the notation of exactly where new vehicles or staff would be added along the route. This notation was necessary to help prevent confusion and to protect the relay staff from unauthorized vehicles and staff joining the procession.

After the trial relay was held, the advance personnel went into the field once again to begin pulling together the final details along the relay route. Approximately six weeks before the start of the relay, the advance staff began finalizing the assignment of YLKs, setting meeting places for YLK participants to pick up their uniforms, determining how many YLKs could be run in one day and where they should be placed and planning what kind of special events would take place in the major cities. Where possible, natural celebrations were taken into account in the timing of the relay. For example, since the relay was timed to arrive in Indianapolis just prior to the annual Indianapolis 500 automobile race, the torch led the parade preceding that event. In other cases, the torch relay was reason enough for celebrations, and the advance team worked in conjunction with local officials to plan appropriate ceremonies. Where possible, the torch was scheduled as the last part of the celebration ceremony. All final planning of the relay route was based on the assumption that the relay would stop for seven hours each night. Called "down time," this factor was critical in allowing the relay to make up for lost time, if necessary.

Specific requests from city governments were also taken into consideration. In Boston, city officials requested that the torch arrive after 0900 hours and leave before 1500 hours to prevent additional traffic problems. In all cases, traffic patterns and train schedules were considered in planning the route.

As final details were set, advance staff members called the LAOOC to pass them on to the scheduler. A final minute-by-minute schedule, which was compiled through the use of a computer, included information about each kilometer such as its location, terrain and who would run it. Additional information included in the schedule was the location of identifying benchmarks and the location where changes in staff and vehicles would occur.

As the start of the relay approached, relay staff members spent their time contacting YLK participants, local officials, AT&T Pioneer staff and key contacts to confirm details of the relay. One important piece of information obtained from YLK participants was the runners' medical history to aid in health services planning.

Pioneer staff helped obtain permits, contact local officials, locate overnight stop points and pass along information about uniforms and torch procedures to YLK participants.

Assigning YLKs became a serious problem for the relay staff. Although the LAOOC made it clear it would try to place YLK runners as close as possible to their requested location, it could not assign as many participants along streets in front of their homes or businesses as they envisioned. As a result, the LAOOC offered to refund the YLK sponsorship money to a few runners who did not accept their assignments.

34.04 Equipment and logistics of the relay

While the LAOOC field advance team was mapping out the relay route, AT&T was coordinating with GMC Trucks and Buick to plan and build the specially designed vehicles that would serve as a home for a total of more than 800 workers over the course of the relay. The LAOOC staff also coordinated with Turner Industries, Inc. to manufacture the torches, Levi Strauss to provide runner's uniforms and Converse to provide runner's shoes.

On 14 September 1983, Turner Industries, Inc. became an official supplier of the 1984 Olympic Games and was designated "Manufacturer of the Olympic Torch." Among some of the services provided by Turner were the design, engineering and testing of the original torch design, testing of the final design, fabrication of the prototype torch and all training and technical support necessary for the safe and proper use of the torch during the relay.



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The design of the torch called for an overall length of 22 inches (56 centimeters) with a five inch diameter bowl. The torch weighed two pounds, two ounces (one kilogram) when empty and approximately three pounds when filled with propane fuel. It could burn up to 45 minutes, had a wind resistance of 40 miles per hour and could withstand a light rain. The ring, bowl, bezel, hilt and handle guard were constructed of aluminum with an antique brass finish. The ring was etched with the words "Citius, Altius, Fortius" with the Olympic rings etched between each word. The Coliseum peristyle and arches were etched on the bowl of the torch and the words "Los Angeles Memorial Coliseum" and the Olympic rings were etched on the peristyle. On the hilt, the words "XXIIIrd Olympiad Los Angeles 1984" were etched and on the handle guard the *Star in Motion* logo was etched on two sides. The handle was covered by three tan, leather panels of approximately five ounces which were zig-zag stitched and backed with hypon foam.

The relay caravan consisted of 37 vehicles. The core caravan traveling with the torch consisted of five vehicles, while 32 vehicles traveled alternate routes and provided support functions.

9 A community event coincides with the passage of the torch relay.

Torch Relay



10

10 The torch is held high for all to see as a woman runner carries the flame on the first day of the relay in New York.

11 A runner carries the Olympic flame through the rain-dampened streets of New York city.

12 The flame is carried through New York City on the first day of the torch relay.

13 A child carries the torch down a wide New York City boulevard.

14 A physically challenged torchbearer shows his pride in playing a part in Olympic history.



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In planning the role for the support vehicles, it was assumed that the relay would be as self-sufficient as possible. Thus, sleeping and living quarters were necessary for 16 cadre runners, requiring four motor home vehicles housing four runners each. Vehicles were added for the drivers, and to serve as a kitchen and diner, a communications center, medical facilities and relay runner shuttles. Some of the vehicles were standard production line vehicles, while others were specially modified for use in the relay. While the vehicles differed in size from convertible cars to tractor-trailer trucks, they all were painted white and carried the official logo of the torch relay. In addition, each had the AT&T, General Motors Corporation (GMC) and Buick logos, special license plates, citizens band (CB) radios and an identification number ranging from one to 37. The cadre motor homes were specially designed to provide the runners with living and entertainment areas during their one-week shift along the relay route. Each motor home was 30 feet long, 7 feet 11 inches wide and 11 feet 6 inches high and not only provided living quarters for four cadre runners but also for two drivers. The cadre vehicles were divided into four sections: the driver area, the lounge area, the shower/toilet area and the sleeping/storage area. The drivers' area had seats for two drivers, two bunk beds which pulled out from above the two seats, two closets and two lockable storage areas for valuables. The passenger seat in the driver area swiveled around to face a roll-top desk which had a pull out writing surface and pigeon-hole storage area. The driver's side of the compartment contained all the main controls for the motor home including those for two generators that provided power for the entire motor home. Also included on the driver's side was an AM/FM radio and cassette tape system and a systems analysis center which was capable of checking water supplies, propane and battery levels. The lounge was designed as a recreation area for the cadre runners to spend their non-sleeping and non-running time. The lounge contained four chairs with a drop-leaf table, sink, microwave oven and refrigerator. Entertainment features included an AM/FM radio and cassette sound system, television, video cassette recorder, Atari video games and video cassettes. A selection of books and magazines was also available.

The toilet and shower areas were located in two compartments across the hallway from each other. The shower was a "sitzbath" type which required the user to sit and use the showerhead and cord for water. Users were urged to conserve water as much as possible since water supplies were generally refilled only once per day.

The sleeping/storage area contained four narrow, deep closets, four bunkbeds and four small lockable storage compartments. Sheets, blankets and a pillow were provided each week.

The cadre motor homes also served as storage space for four torches and a torch propane canister.

One of the more specialized vehicles included in the caravan was the emergency medical services vehicle. It was designed to serve as a moving ambulance and medical treatment center for caravan personnel and YLK runners. It was seven feet longer than the cadre motor home and was equipped with Citizen's Band and Ham-frequency radios and a mobile telephone. In addition to the standard facilities of each of the motor homes, the emergency medical services vehicle was equipped with a heart monitor, defibrillator, oxygen and suction equipment, ultra sound equipment, hydrocollator and whirlpool. The vehicle was staffed by a doctor at all times. Arrangements were made with local hospitals along the relay route, prior to the start of the relay, to accept patients who required hospitalization.

All meals were prepared and eaten on caravan vehicles. A 60-foot tractor-trailer equipped with a complete kitchen was used to store and prepare all meals for the caravan staff. ARA, Official Food Service Management Company, provided five employees to prepare meals. A second 60-foot tractor-trailer was used as a diner. It was equipped with four-person booths and self-service snacks and beverages were available whenever the vehicle was not moving. Caravan staff was scheduled for particular mealtimes to prevent overcrowding.

Additional vehicles in the caravan included:

- Communications; a GMC motor home housed the cadre leaders and the caravan communications equipment and served as the operations center and command vehicle. The motor home was equipped with CB and Ham-frequency radios, a mobile telephone and a small computer equipped with a 32 megabyte fixed disk, 512 byte memory and one floppy drive. The microprocessor was capable of handling four user stations (Teletype 5410 terminals) and had a printer.

- Lead car; a Buick convertible preceded the relay runners to establish the route and pace of the caravan. It was equipped with CB, Ham and business band radios. The lead car was driven by specially trained Pioneer drivers.
- Follow car; a Buick sedan which followed the security car was driven by Pioneer drivers and was equipped with CB and Ham radios.
- Security car; a customized Buick sedan was used by security staff who followed immediately behind the relay runner. The car was equipped with CB, Ham and business band radios.
- Mechanic; a GMC magna van was used to provide spare parts and tools that might be needed to repair vehicles. The van was driven by a truck mechanic who provided routine and emergency repair services.
- Shuttles; several types of shuttle vehicles were used to take cadre runners to and from their running assignments. Each vehicle was equipped with CB and Ham radios.
- Backup; two Buicks were used as miscellaneous shuttles and also served as back-up cars for security and the lead car. Both were equipped with CB and Ham radios.
- Public relations; two motor homes were used for public relations services. However, instead of sleeping and entertainment areas, the main compartment of the vehicles was equipped with full office facilities including typewriters, telex, photocopiers, telephones and telecopiers. The lounge area had extra seating and telephone space.
- Torch; extra torches were carried in a GMC panel truck which was equipped with CB and Ham radios.
- Sleepers; caravan personnel who either drove or traveled in a vehicle without sleeping facilities were housed in four sleepers which were identical to the cadre motor homes with the exception of torch storage areas.
- Dormitories; two motor homes were designed strictly for sleeping quarters with the lounge area replaced by beds to accommodate nine people.
- Advance; two vehicles, including a sleeper motor home and a nine-passenger van were used by staff who coordinated the next day's activities. Each was equipped with CB and Ham radios.

- Pioneer; a GMC suburban truck was used by the Pioneer day manager to coordinate all local Pioneer activities including making sure each Pioneer marshal was in place and had torches for the YLK runners.
- Film; a flat-bed truck was used for storing film equipment and for filming the torch relay.

With the tremendous numbers of equipment and personnel needed to run the torch relay, a simple, straightforward method of managing the relay was developed. A trip director, caravan coordinator, communications coordinator, Pioneer driver coordinator and cadre captain coordinated the logistics of the relay and ultimately were those with authority to make decisions.

The trip director position was staffed by an LAOOC staff member who was given the final authority regarding all segments of the torch relay. Areas of responsibility included serving as a liaison with the public, media, local government officials and other non-caravan personnel and functioning as the official spokesperson for the relay. The trip director position was staffed on a rotating basis.

The caravan coordinator was responsible for the internal operations of the relay. It was the caravan coordinator's responsibility to work with the Pioneer driver coordinator and cadre captain to make sure all caravan logistics, running schedules, driving schedules and meal schedules were planned to allow smooth progress of the caravan.

The communications coordinator was one of the few staff members who worked with the caravan the full 82 days. The communications coordinator was responsible for providing information on campgrounds, service stations and route problems and for generating computer printouts for use by the drivers and runners.

The Pioneer driver coordinator was responsible for helping the more than 450 Pioneer drivers make a smooth transition to their jobs. Approximately 40 new drivers joined the caravan each week making it necessary for a contact person to be designated. The coordinator position was rotated among specially trained Pioneer drivers who were responsible for passing out daily driver schedules, assigning drivers to their vehicles, checking with drivers on a daily basis to ascertain the condition of their vehicles, monitoring gas purchases and the credit cards used to make those purchases and conducting weekly Pioneer driver training sessions.

The concept of designating a cadre captain was the same as designating the driver coordinator. Each week new cadre runners joined the caravan



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15 The torch is run through New York City in the rain on its first day.

making it necessary to have one person to coordinate runner schedules, conduct runner orientation, answer questions and serve as a liaison with the caravan coordinator.

The heart of the relay was the cadre of runners and drivers that were responsible for actually moving the caravan along the relay route.

Each week 16 new cadre runners reported to the caravan after attending a training and orientation session. Runners were expected to run four-mile segments two times per day. They either ran their legs alone or accompanied a YLK runner.

The cadre runners' week began on a Saturday when they reported to a hotel near the point where they would actually join the relay caravan. Runners were expected to report to their hotels no later than 12 noon, check in and then report to an orientation session that stressed the handling of the flame and torch. The same schedule applied to Pioneer drivers. Orientation began with both groups meeting together with specialized training following the general session. Once the four-hour training session was complete, both groups were urged to get a good night's sleep since both would be required to report to the caravan by 0530 hours.

During the orientation session, the cadre runners were given their official clothing which was provided by Levi Strauss. The clothing included:

- One rain suit
- One warm-up suit
- Three singlets
- Three pair of running shorts
- Two pullover leisure shirts
- Two pair of leisure slacks
- Five pair of running socks
- Two running caps

- One leisure cap
- One long-sleeved running shirt
- Two T-shirts
- One pair of running gloves
- One sport bag

In addition, Converse provided two pair of running shoes in advance of the relay to enable the runners to break-in the shoes. Runners were required to be in uniform at all times.

Driver's clothing was not as specialized and included the following:

- One rain jacket
- Four pair of leisure slacks
- Four pullover leisure shirts
- One leisure cap
- Two T-shirts

The caravan was organized into six clusters of vehicles, grouped according to function. The first cluster consisted of advance staff, the second consisted of Pioneer staff, the third was the actual core cluster that included the torch runner, the fourth was a group used for staging the relay and was located every 16 miles along the relay route and the fifth and sixth consisted of support functions such as sleeper vehicles, dormitories, kitchen and diner vehicles.

The clusters did not follow a single route but instead moved on different schedules according to function. While the core caravan traveled continuously from 12 to 20 hours per day, other clusters of vehicles remained stationary for periods of time and then traveled from one destination to the next via the fastest, most direct route.

The daily itinerary set by the LAOOC advance staff and schedulers was followed each day. A typical day began at 0600 hours when the first group of cadre runners began running. The 16-member cadre was divided into four equal groups and rotated throughout the day. One of AT&T's cadre ran every kilometer of the route since YLK runners were escorted by a cadre member during their run. Each cadre member ran four miles and then handed off to the next member of their group or a YLK runner. At the end of the group's shift (every sixteen miles), the fourth cluster of caravan vehicles would be waiting with a new cadre group to replace the previous one. This allowed approximately nine hours between each runner's first and second four-mile segment. During the nine hours between shifts, cadre runners could eat, sleep or relax in their motor home.

The actual core cluster (pilot car, lead/pace car, torchbearer, security, emergency medical services, tail car) began each day with the lead car setting the pace for the entire day. Staff in the pilot car consisted of a driver and representatives from local or

state police and a security advance staff member. Those in the pilot car consisted of a driver, the LAOOC advance person assigned to that particular day, the caravan director and the lead AT&T Pioneer. The LAOOC advance person was responsible for keeping the relay on schedule, while the Pioneer was present in the event route changes were required because of accidents, weather problems, natural disasters, security problems, etc. The local contacts were expected to have a good working knowledge of the area, enabling them to direct the relay along a detour, if needed. The runner followed the lead car while another security vehicle followed close behind. The EMS vehicle, staffed with a doctor, followed the security vehicle and was followed by a trail car which was usually a police patrol car.

The core was serviced by a number of shuttles moving cadre runners, drivers and all support staff between their assigned vehicles for active duty and the stationary clusters where breaks and meals were taken. The most important part of the core cluster's progress depended upon the staging process that was taking place several miles ahead throughout the day. As each runner completed a four-mile run, a shuttle picked up the runner for transport back to the stationary cluster. By the end of 16 miles, all four runners of a particular group had been gathered and shuttled back to their motor home. Meanwhile, a second shuttle dropped off the next group of cadre runners at four mile intervals to await the torch. The process continued throughout the day with each coordinator making sure drivers and support personnel switched shifts and were able to eat and sleep.

Each of the drivers, cadre runners and support staff were given daily agendas. However, all vehicles were equipped with CB radios for communications in case of unexpected delays or problems.

In addition, advance personnel who had mapped out the original route were divided into two groups during the running of the relay. Some of the advance team concentrated efforts on coordinating the events that occurred along the relay route while other members were assigned particular days. Those who were assigned particular days received a new assignment every seven to 10 days.

Personnel who worked events contacted local planners to coordinate events along time constraints and the arrival of the torch. This allowed event planners flexibility in their agendas without disrupting the schedule of the torch relay.

Advance staff who were responsible for particular days arrived in their location approximately one week before the arrival of the torch. Once

there, the advance staff personnel contacted city officials and local law enforcement agencies and coordinated with the Pioneers in the area. Advance staff members were also responsible for making sure YLK runners were contacted to verify times and locations where the runners were to report. Advance staff also made sure YLK runners had the proper uniforms and were instructed in the proper use of the torch. Distribution of the torches and uniforms were handled by Pioneer staff.

Each day before the start of the relay, all parties involved in the planning of the next day's relay double-checked details. The advance person, after discharging his responsibilities that day, departed for another section of the relay approximately one week ahead.

The relay relied heavily on the Pioneer personnel for local support services. Once the relay arrived in a particular location, the Pioneers were responsible for taking YLK runners to the correct position along the relay route and standing with the runners until the torch was placed in their hands.

The relay operated in the same fashion day after day, with staff rotating in and out of the relay on a weekly basis and local Pioneer staff providing services in their hometowns. The relay staff accomplished the original goals of taking the torch to a large portion of the U.S. population while delivering the torch to Los Angeles in time for the lighting of the flame in the Los Angeles Coliseum during the Opening Ceremonies.

34.05 Kindling of the Olympic flame at Olympia

The differences between the LAOOC and the Hellenic Olympic Committee (HOC) produced one of the biggest controversies surrounding the torch relay. The HOC, protesting what they felt was commercialization of the torch relay in the Youth Legacy Kilometer program, threatened to withhold the transfer of the Olympic flame.

The LAOOC signed its original agreement with the HOC on 22 June 1983. In the contract, the HOC had agreed to organize and stage the Olympic flame relay ceremonies and festivities in Greece. In addition, the ceremony was to take place between 3-7 May 1984, with the flame arriving at the Panathenean Stadium in Athens on 7 May at approximately 1800 Athens time. The HOC also agreed to assist the LAOOC delegation which would attend the kindling of the Olympic flame.

Although the LAOOC sent an official to Greece in July 1983 to discuss details of the relay and YLK program with Greek officials, International Olympic Committee President Juan Antonio Samaranch was notified on 27 November 1983 by the head of the HOC that it just learned that the LAOOC was conducting a fundraiser using the Olympic symbol and that the HOC felt this was totally inconsistent with Olympic ideals. The LAOOC, in turn, was notified by Samaranch of the HOC complaints. The complaint by the HOC touched off almost five months of negotiations, proposals and counterproposals over the traditional kindling of the Olympic flame and its transfer to the Organizing Committee for the start of the torch relay.

The controversy reached a critical point in early February 1984 just prior to and during the Olympic Winter Games in Sarajevo. Numerous articles appeared in Greek newspapers recounting a meeting between the mayor of Olympia and a representative of the LAOOC. The articles erroneously stated that the LAOOC would raise \$57 million by selling the Olympic flame for advertising purposes.

Representatives of the LAOOC and HOC met in Sarajevo to try to resolve the differences concerning the YLK program, however, no settlement was reached and negotiations intensified during March and April. A final accord was reached just days before the kindling ceremony. The following is a synopsis of events leading up to the kindling ceremony:

- 9 March; an Associated Press story out of Greece quoted the mayor of Olympia at a press conference, "If American organizers want the flame they will have to come and light it themselves." Meanwhile the LAOOC sent a telex to the HOC stating it would cease accepting contributions for the YLKs in the next few weeks and requested that the flame be transferred on 7 May from Greece to New York by electronic means. The LAOOC also suggested that a joint statement be issued to that effect on 13 March.
- 10 March; a *Los Angeles Times* story reported the LAOOC had requested that the traditional ceremony in Olympia be eliminated and the flame transmitted from Olympia to New York by laser. However, Greek officials continued to claim there would be no participation by the HOC unless the YLK sales were halted.
- 12 March; the LAOOC sent a telex to the HOC for its approval of proposed text for a joint press release announcing the settlement of the torch dispute. The announcement was scheduled for 13 March. The LAOOC was notified by the HOC that approval of the text could not be sent before 14 or 15 March since the matter must be discussed by the Plenary Session of the HOC.
- 13 March; the HOC informed the LAOOC that an extraordinary plenary session of the HOC was convened to discuss the text of the joint press statement. The HOC asked for "a small period of time in order to communicate with our competent authorities," but subsequent transmissions resulted in a breakdown of negotiations over the wording of the text of the release.
- 15 March; a new statement is forwarded to the HOC for approval. It read: "The LAOOC in consideration of the sensitivities of the Greek people, our friends and allies in the Olympic movement for years, and in consideration of the concern of the Hellenic Olympic Committee, has decided to call a halt to the charitable contributions in connection with the running of the flame in the United States. The Hellenic Olympic Committee will make every effort to ensure the smooth, traditional transfer of the flame." The LAOOC asked the HOC to consider the text at its next Plenary Session on 19 March and to reconfirm its intention to honor the Olympic Flame Agreement signed on 22 June 1983.
- 20 March; the agreed-upon press statement is released by the HOC and LAOOC.
- 21 March; the LAOOC's senior management received a telex from the HOC voicing concern that, "during your press conference of yesterday, you stated that with the accord of the Hellenic Olympic Committee, you will continue receiving contributions until the 10th of April." The LAOOC's response was that a wind-down period extending to 10 April would take place and that sales in New York and Los Angeles had already ceased.
- 22 March; HOC sent a telex to the LAOOC requesting clarification of statements made in the press conference of 20 March and demanded an immediate cease to the program.
- 23 March; HOC sent a telex to LAOOC stating it must have confirmation that YLK sales had been halted. LAOOC responded by stating that letters were being sent that day to all YLK locations instructing them to wind down operations and conclude solicitations for contributions.
- 26 March; HOC released the following, "In reply to a telex whereby the Hellenic Olympic

Committee demanded from LAOOC explanations concerning the alleged statement of the LAOOC representative at the press conference of March 20, 1984, the LAOOC confirmed to the Hellenic Olympic Committee by its telex of the 22nd March officially and positively that the LAOOC has already stopped accepting contributions." The HOC requested the LAOOC to issue the same statement.

- 23 April; LAOOC sent a telex to HOC outlining final details of the LAOOC delegation's arrival in Greece for the flame-kindling ceremony.
- 25 April; Associated Press reported that Segas, Greece's amateur athletics federation, had requested its athletes to refuse to participate in the torch relay from Olympia to Athens.
- 26 April; Associated Press reported that, "Greece's Olympic committee Thursday canceled arrangements for next week's traditional Olympic flame-lighting ceremony because of a dispute stirred by allegations that the Los Angeles Games are too commercial." The LAOOC received a telex from the HOC stating it had been forced to cancel the flame-lighting ceremony and it was up to the IOC to provide the flame.
- 29 April; *Los Angeles Times* reported that the Greek government had offered assurances that a flame would be sun-kindled in Olympia in time for the beginning of the torch relay.
- 30 April; LAOOC sent a telex demanding the return of the following items: 740 torches, 360 cannisters of propane, 1,000 uniforms, 800 headbands, 70 United States flags, 1,000 posters, 740 running certificates, 810 torch instruction booklets and 740 pair of Converse running shoes.
- 2 May; LAOOC officials notified a staff member who was to be attending a convention in Paris that he would be re-routed to Lausanne, Switzerland to receive a backup flame for the torch relay. The staff member received the flame from IOC President Samaranch and returned to New York via Paris.
- 3 May; Associated Press reported that the flame would no longer be transferred by telecommunications satellite from Greece to New York but transported instead in a lamp aboard an aircraft.

On 7 May 1984, the traditional ceremony for kindling the Olympic flame took place in Olympia, but was closed to the public. The ceremony, which traditionally had been attended by thousands, was limited to Greek, IOC and LAOOC officials and members of the press.

Torch Relay

Heavy security was present at the ceremonial site. After the ceremony, the flame was transferred by helicopter to Athens where a special White House plane on its maiden voyage transported LAOOC officials and the flame to New York, New York.

34.06 Relay operations

The torch relay began its 15,000-kilometer journey on a rainy morning, 8 May 1984 at the United Nations Plaza in New York City. Olympian Rafer Johnson hosted a short program before Gina Hemphill, granddaughter of 1936 Olympian Jesse Owens, and Bill Thorpe, Jr., grandson of 1912 Olympian Jim Thorpe, became the first of 3,636 torchbearers. About two hours after the relay began, the Soviet Union announced that it would not accept the invitation of the LAOOC to participate in the 1984 Games.

The news stunned the LAOOC staff, and observers wondered what effect the announcement would have on the relay. But the Soviet announcement seemed to have little effect on the large crowds that began to line the streets of their communities to witness the passing of the torch relay.

While enormous crowds turned out to see the torchbearers run, the support caravan and the relay support staff were at full speed putting into effect all the logistical details for the relay.

Back at the LAOOC administrative headquarters, members of the relay staff double-checked information received from each of the YLK runners and gathered new information from runners assigned to kilometers during the latter portion of the run. Approximately one month before each YLK torchbearer was scheduled to run his or her kilometer, the LAOOC sent a letter verifying the kilometer assignment (location), requesting medical information and instructing the runner to report to an assembly area wearing the official uniform. The letter also informed the YLK participant that a member of the LAOOC would be contacting them within five days of their scheduled run to verify last-minute details and give specifics regarding the assembly point.

The actual relay support staff began its week with a planning meeting which was attended by new cadre runners and Pioneer drivers reporting for their one-week shift. The runners and drivers were given instructions for the week during an orientation session conducted at an assembly hotel near their particular start point along the relay route.

The support caravan was allowed no closer than one mile to the core caravan, since a group of more than 30 vehicles would cause traffic tie-ups and cause additional problems and delays for the relay.

Operations continued as planned throughout the relay. More than 5,000 AT&T Pioneer staff members assisted with details such as obtaining permits and locating campgrounds in their hometowns and also lending valuable help by taking YLK runners to the correct position along the relay route. In addition, they assisted with distributing uniforms and instructing YLK runners in the proper use of the torch. LAOOC advance staff continued their role of providing a sound foundation for the caravan by preceding the relay by approximately one week and coordinating last-minute details before the torch's arrival.

The actual running of the relay proceeded smoothly throughout the 82 days. The logistical success of the relay not only is attributable to detailed planning but also to a fair amount of good luck. While bad weather, traffic and unexpectedly large crowds caused some delays for the relay, no major problems occurred, and the earlier

decision by the LAOOC to allow seven hours of down time per night allowed the relay enough flexibility to stay on schedule.

The torch relay being a tremendous logistical success was overshadowed by the relay's tremendous success as a promotion of the Olympic spirit. The LAOOC originally endeavored to bring the torch to as many people in the United States as possible and allow those who would not be able to witness the Games in person the opportunity to feel a part of the Games. It succeeded.

It is estimated that at least 25 percent of the United States population witnessed a part of the relay either in person or on television. The relay passed through the District of Columbia and 33 states (New York, Connecticut, Rhode Island, Massachusetts, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia, Ohio, Michigan, Indiana, Illinois, Kentucky, Tennessee, North Carolina, Georgia, Alabama, Mississippi, Arkansas, Missouri, Kansas, Oklahoma, Texas, New Mexico, Colorado, Utah, Idaho, Washington, Oregon, Nevada and California). It also passed through 41 of the United States' largest cities and more than 1,000 smaller communities. Crowds were estimated at 700,000 in New York, New York; 200,000 in



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16 Olympian Rafer Johnson begins the relay by igniting the flame from a cauldron at United Nations Plaza in New York, 8 May 1984.

17 The torch relay is almost ready to start at the United Nations Plaza in New York City.



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Chicago, Illinois; 200,000 in Dallas, Texas; 250,000 in Salt Lake City, Utah; 500,000 in Seattle, Washington and more than 2,500,000 in the Los Angeles area.

The relay was also successful as a fund raiser. A total of \$10,950,567.68 was raised and distributed as follows:

YMCA	\$ 3,894,713.46
Boys Clubs	\$ 2,838,423.83
Girls Clubs	\$ 799,914.17
Special Olympics	\$ 2,317,995.25
Others	\$ 470,036.97
Interest	\$ 629,484.00 *
Grand Total	\$ 10,950,567.68

*Note: Interest funds were distributed among the beneficiaries

Although the total monies generated and the crowd numbers were impressive, the significance of the torch relay can only be completely understood through some of the hundreds of stories generated along the relay route.

Perhaps the most retold story, and the one that seemed to capture the ideals and spirit of the Olympic Games, involved a small town in Kentucky. The torch relay had been delayed that day by a series of thunderstorms and consequently arrived at its final destination several hours late. Although it was after hours, the 2,000 residents of Pineville had stayed up to greet the members of the relay and catch a glimpse of the torch. Because of the bad weather and the late hour, the relay staff had expected a few stragglers to remain. The staff was surprised by a street full of residents holding candles and flashlights to light the way for the caravan.

Many other memorable moments were generated by the relay participants themselves. When the LAOOC decided to make the Youth Legacy Kilometers available to anyone who contributed \$3,000 to charity, it expected the runners to be a representative portion of the population and not just the athletically elite. The idea was a success. Kilometers of the relay route were run by people from four years of age to those in their nineties, former Olympians, businessmen, children who had worked to earn money for their kilometers, wheelchair-bound people, blind people and those with serious or debilitating diseases. For many of these torchbearers, the running of one kilometer represented a physical challenge as great or greater than any experienced by the athletes during the Games. Thousands of people in the Los Angeles area were moved to tears as

one young boy who had a seriously disabling disease struggled to cover the final steps of his kilometer and fell into his mother's arms exhausted, yet exhilarated, by his experience. His determination and courage provided inspiration and an understanding of the Olympic spirit to observers along the relay route that many will remember as long as they live.

34.07 Review of the results of the torch relay

The 1984 torch relay was an overwhelming success. The LAOOC achieved its two goals of bringing a portion of the Olympics to the citizens of the United States who would not be able to see the Olympics in person and providing a legacy for existing U.S. youth sport programs.

In its final form, the 15,000-kilometer relay was the longest in history, passed through 33 states and the District of Columbia, 41 major cities and more than 1,000 smaller communities and utilized 3,636 torchbearers (3,436 YLK runners and 200 AT&T cadre runners). It is estimated that at least 25 percent of the United States population witnessed the torch relay either in person or on television.

The Youth Legacy Kilometer program generated funds totaling more than \$10 million which were distributed to YMCAs, Girls Clubs of America, Boys Clubs of America and the Special Olympics. The \$10,950,567.68 in contributions is the largest single-event private youth sports fund raiser in the history of the United States and was accomplished despite a late start and self-imposed promotional constraints.

The LAOOC overcame numerous obstacles to achieve its goals for the torch relay including problems with planning the logistics of the relay and satisfying international sensitivities. The LAOOC, in conjunction with AT&T, the "Official Sponsor of the Torch Relay Run," overcame a late start and a lack of understanding regarding the magnitude of the logistics involved in conducting the relay to plan the final route and arrange for support materials in less than one year. The LAOOC staff recommends that a much earlier start be considered for a relay the length of the one conducted during 1984.

The LAOOC relied heavily on an advance staff of 15 who worked with volunteer AT&T Pioneer personnel along the relay route to plan the logistics of the services and for arranging for the support vehicles utilized during the relay. Hiring the advance staff and relay schedulers as part of the LAOOC permanent staff proved a wise move and provided the solid groundwork that allowed the relay to function as successfully as it did.



18



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The relay resulted in 82 days of positive publicity and encouraged national support for the Los Angeles Games. The relay became more than just a means to transport the flame from one end of the country to the other, it served as an inspiration to those who watched and participated and helped generate and foster the Olympic spirit and ideals.

18 Children line the streets to watch the torch relay.

19 Former American football star O.J. Simpson carries the torch in Los Angeles.

Torch Relay

Torch Relay facts and figures

Date & Site Kindled:

7 May 1984, Olympia, Greece

U.S. Start Date:

May 1984

U.S. Start Point:

United Nations Plaza, New York, N.Y.

First Torchbearers:

Bill Thorpe, Jr. and Gina Hemphill

Last Torchbearer:

Rafer Johnson

Total Torchbearers:

3,636

Distance:

15,000 kilometers

Number of Youth Legacy Kilometers:

3,436

States on Route:

33 plus District of Columbia (New York, Connecticut, Rhode Island, Massachusetts, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia, Ohio, Michigan, Indiana, Illinois, Kentucky, Tennessee, North Carolina, Georgia, Alabama, Mississippi, Arkansas, Missouri, Kansas, Oklahoma, Texas, New Mexico, Colorado, Utah, Idaho, Washington, Oregon, Nevada, California)

Number of Cities:

41 with population of 100,000 or more plus more than 1,000 smaller communities

Corporate Sponsor:

American Telephone and Telegraph (AT&T)

Torch Manufacturer:

Turner Industries

Description of Torch:

Constructed of spun aluminum with an antique brass finish. Leather handle has name band for engraving name. Torches were numbered sequentially and inscribed with the Olympic motto, Citius, Altius, Fortius. The 22-inch (56-centimeter) torch weighed two pounds, four ounces (one kilogram) and was fueled by hospital-quality propane which could burn up to 50 minutes. The flame was wind resistant up to 40 miles per hour and could also withstand light rain.

Funds Raised and Distributed:

\$10,950,567.68 distributed to charitable organizations working with youth, including the YMCAs, Special Olympics and the Boys Clubs and Girls Clubs of America.

Torch Relay history

□ 1928; the Olympic flame is first used during the modern era. The flame is kindled in Amsterdam, Netherlands and burns at the entrance of the main stadium throughout the duration of the Games of the IXth Olympiad.

□ 1932; the flame is kindled in Los Angeles and burns atop the Coliseum throughout the Games. This is the last time that an Olympic flame is kindled at the site of the Games.

□ 1934; the IOC ratifies a flame relay from Olympia, Greece, site of the ancient Games, to the site of the host city.

□ 1936; at the urging of professor Carl Diem, founder of the Graduate School of Sports in Cologne, a torch relay is inaugurated preceding the Berlin Games. Following the ceremonial lighting of the torch in Olympia, the relay crosses seven countries in 12 days using 3,000 torchbearers to run the 5,758 kilometers (3,570 miles). The final torchbearer is Fritz Schilgen.

□ 1948; the flame travels by torchbearers from Olympia to Athens where it then travels by sea to Dover for the London Games. The 3,160-kilometer route takes 13 days and utilizes 1,531 runners. The final torchbearer is John Mark.

□ 1952; for the Helsinki Games, the torch is carried by 3,372 runners from Greece through Denmark and Sweden before arriving in Finland. The 25-day journey covers 7,870 kilometers. The final torchbearer is Paavo Nurmi.

□ 1956; the torch is carried by Greek runners from Olympia to Athens and then is transported 33 hours by air to Australia where a 4,528-kilometer relay takes place. The Melbourne relay uses 3,180 runners during a 21-day period. The final torchbearer is Ron Clarke.

□ 1960; the flame is run from Olympia to the Greek port of Piraeus where it is taken by ship to Sicily. The eight-day relay to Rome takes 1,200 torchbearers to cover the 1,532-

kilometer route. The final torchbearer is Giancarlo Peris.

□ 1964; for the Tokyo Games, the flame is flown from Athens to China. During the 49-day relay, 101,473 torchbearers carry the flame 7,487 kilometers. The final torchbearer, Yoshinori Sakai, is chosen to symbolize a new beginning. He was born in Hiroshima on the day the atomic bomb was dropped.

□ 1968; a torch relay held in conjunction with the Olympic Winter Games is initiated in Grenoble. For the Games of the XIXth Olympiad in Mexico City, the relay traces the route of Christopher Columbus from Spain to the new world. The flame travels from Olympia to Athens utilizing torchbearers and then is shipped to Italy, Spain and Veracruz where 17 swimmers bring the torch ashore. The 13,536-kilometer relay is completed in 50 days with 2,278 torchbearers. The final torchbearer, Enriqueta Basilio, is the first woman to light the Olympic torch.

□ 1972; seven thousand torchbearers participated in the 29-day, 5,758-kilometer relay which passes through the sites of two previous Olympic Winter Games. The final torchbearer is Gunter Zahn.

□ 1976; the Montreal Games usher in the era of modern technology as the flame is carried by runners from Olympia to Athens, but then its energy is transmitted by satellite to Ottawa where the transmitted signal ignited the torch. The torch was carried from Ottawa to Montreal in four days. The final torchbearers were two 16-year-olds, Sandra Henderson and Stephen Prefontaine, who later married.

□ 1980; for the Moscow Games, 4,500 runners travel 4,864 kilometers through Bulgaria and Romania into the Soviet Union. The 29-day relay concludes as Sergei Belov lights the Olympic flame in the main stadium.

□ 1984; the 15,000-kilometer relay is the longest in history and utilizes 3,636 runners in 82 days. The relay begins in New York, N.Y. and passes through 33 states and the District of Columbia. The relay raises \$10,950,567.68 for youth sports programs. The final torchbearer is former Olympic decathlon gold medalist Rafer Johnson.

35

35.01 Area of responsibility

The transportation effort for the 1984 Olympic Games was a particularly challenging one. Olympic housing, competition and training sites were located as far north as the University of California at Santa Barbara, as far south as Fairbanks Ranch in San Diego County, as far east as Prado Recreational Park in San Bernardino County and as far west as the Pacific Ocean, along which the men's and women's marathons were run.

The LAOOC had the responsibility for transporting athletes, coaches and other team officials, members of the national and international media, scorers, timekeepers and other international sports officials, and various Olympic dignitaries during the Games. To accomplish this, it utilized approximately 840 school buses, 150 other buses, 1500 sedans, wagons and passenger vans, and 800 miscellaneous trucks, trailers, cargo vans, motorcycles, all-terrain vehicles, and electric carts. Development of the detailed plans to accomplish these objectives took well over two years.

Over time and through several reorganizations, the department came to be organized into two groups, Finance and Human Resources, and five operating divisions:

- Athlete Transportation
- Media Transportation
- Fleet Operations
- Special Services
- Venue Management

35.02 Athlete transportation

In July 1982, the LAOOC entered into a sponsorship agreement with ARA Services, Inc. (ARA) pursuant to which ARA agreed to provide food management services for the Olympic Family and transportation management services for the athletes. Under the transportation provisions of the agreement, ARA provided planning and management services to the LAOOC using a cadre of experienced transportation management specialists. During the planning phase (July 1982 to 11 July 1984), ARA provided approximately 15 full-time personnel. An additional group of approximately 15 senior managers were called upon as needed. During the operations phase (11 July 1984 through 15 August 1984), ARA provided 17 full-time managers and five others as needed.

Under the terms of the sponsorship agreement, the LAOOC bore all costs of the athlete transportation system, except the payroll and out-of-pocket expenses for ARA's donated personnel.

The scope of the athlete transportation system began with the transport of athletes, coaches and related team officials from the various national delegations from Los Angeles International Airport (LAX) to one of the three Olympic villages. The system also transported athletes each day from villages to competition and training sites and back. Once the athletes' stay was concluded in Los Angeles, they were transported back to LAX.

35.02.7 Arrival/In-processing link

The athlete transportation system at LAX was responsible for transporting the athletes from their arriving terminals to the Olympic Arrival Center (OAC) for accreditation and then on to the three villages. To accomplish this, two sub-systems were developed: a loop shuttle and a village system.

The loop shuttle ran at 10-minute intervals around the circle (World Way West) on the arrival level at LAX, making stops at designated pick-up points at each airline terminal. Upon completing a loop, the vehicle would proceed to the OAC where it would drop off first its passengers and then the baggage, which would be put in the baggage holding area. This part of the athlete system accommodated all Olympic Family members needing to go to the OAC for accreditation. A fleet of 13 transit buses was used for the shuttle. Athletes arriving at the Bradley International Terminal in groups of more than 20 were escorted to the OAC by an LAX transporter bus.

On the regular loop shuttle, baggage was put on the vehicle with the athletes. On the transporter, baggage was transferred to the OAC by a contracted baggage handling service.

The village component of the transportation system provided transport from the OAC to USC, UCLA and UCSB. The buses to UCLA and USC left at 30-minute intervals during peak periods between 0600 and 2400 hours, or on demand during off-peak periods. This system operated 24 hours a day, as did the loop shuttle, and transported up to 600 passengers in one 90-minute period. Security was preserved in this system by the screening of athletes and their baggage prior to boarding. There was a security guard on each bus, and all passengers who rode the buses were considered "sterile" and were admitted to the villages without additional security screening.

The buses used to serve the villages were highway coaches with 36 reclining seats. These coaches were selected for their luggage-carrying capacity rather than for the comfort of the passengers. However, because of the surprisingly large amount of baggage, much of which should have been sent as cargo rather than as checked baggage, the bus system had to be supplemented by five-ton trucks, two on the inbound operation and up to 10 on the outbound operation. The large amounts of excess baggage were, in many cases, the result of money-saving arrangements made between the various NOCs and their national carriers. Had the department known the extent of this "heavy" baggage, all transportation systems would have been supplemented with more cargo handlers and vehicles, and would have been prepared to divert much of it to the LAOOC cargo department. To avoid this, future organizers should enforce strict parameters regarding the size, weight and nature of athletes' baggage.

Those athletes going to UCSB were transported via recliner coaches from a Santa Barbara-based company contracted for this service. It ran approximately every two hours from 0600 to 2400 hours, or as demand warranted.

Approximately one week before the end of the Games, representatives from the LAX athlete system relocated to USC and UCLA to help coordinate the village departure process. Working with NOC Services and village transportation managers, the coordinators obtained, in advance, departure information, particularly each team's special needs regarding extra baggage and cargo. With this advance planning, the departure operation went smoothly, despite the fact that it took only three days to move out what took over two weeks to move in.

35.02.2 System design criteria

From the outset, the LAOOC objective was to design an efficient transportation system that met the needs of the athletes and made full use of buses and drivers. With that as a general objective, a system was designed based on a scheduled service, rather than one based on demand.

The service was planned according to projections on the number of athletes requiring transportation by venue, day and time of day. The projections resulted from extensive discussions with the Sports Department staff over a year and a half. Knowing these projections would not be completely accurate, demand service was also provided. The purpose of the demand part of the system was to respond to unexpected numbers of athletes requiring transport and to provide back-up buses if buses ran late.

Within any venue or training site, the athletes' needs for transportation varied within a 24-hour period and from one day to the next. Therefore, the fixed schedules were developed to provide service at irregular intervals. For example, buses may have been scheduled to leave at 0700, 0730, 0800, 0830, 1200, 1300, 1800 and 1900. This design utilized fewer resources and was less costly. It did, however, require that athletes be more careful in pre-planning their trips to be consistent with the published timetables.

Another major design feature was direct routing. Recognizing that some locations were far away, and wanting to minimize the amount of time athletes spent on buses, routes were designed without intermediate stops. This route design also made it easier for drivers to learn the routes quickly, thereby minimizing the chance of a driver getting lost.

35.02.3 Vehicle allocations and rental

School buses were selected for most of the Olympic Family transport because, with school out of session during the summer, equipment and trained drivers were readily available.

Early in 1983, it was roughly estimated that it would take 535 buses to operate the athlete transportation system. In the estimate, 20 percent of the route buses were employed as demand buses and 10 percent were spares. Those numbers were confirmed when preliminary schedules were completed in December 1983.

Once the quantity was identified, providers for the athlete system buses had to be found. ARA agreed to provide 329 school buses. The Los Angeles Unified School District (LAUSD) agreed to provide an additional 509. Of the ARA buses, 245 were assigned to the UCLA operation, and 225 of the LAUSD buses were assigned to the USC operation. Both leases were "bare bus" leases, under which the LAOOC found its own drivers and bore its own operating expenses. The LAOOC paid a basic rental fee for each bus, plus a per mile fee for each mile driven. The ARA and LAUSD buses went through an extensive inspection and repair program to ensure that they were ready for the Olympic project.



1



2



3

1 Buses are the primary mode of transportation for athletes and news media during the Games.

2 A bus awaits athletes to transport them from the Olympic Arrival Center at Los Angeles International Airport to their respective villages.

3 The Japanese delegation arrives at USC.

Transportation

At UCSB, the LAOOC contracted with a small local operator who had transit and recliner type coaches. These buses were used for transportation from UCSB to LAX and back, and from UCSB to Lake Casitas and back.

35.02.4 Routing and scheduling

The LAOOC employed two retired router-schedulers from the Southern California Rapid Transit District (RTD) to develop comprehensive route books to be used by drivers in the athlete system. Initial drafts of two or three alternate routes were developed for each trip. These drafts were reviewed in detail with the Los Angeles Department of Transportation (LADOT), the California Highway Patrol (CHP), the California Department of Transportation (Caltrans) and the Los Angeles Police Department (LAPD). Representatives of these agencies gave valuable feedback regarding the most appropriate routes to take and specific parts of the freeways and surface streets to avoid during the Olympic period. The development of the routes, which were kept confidential at all times, took place over approximately one year. Some changes in venue sites and venue access dictated last-minute changes in routes.

As part of developing the final route sheets, experienced charter drivers who knew the Los Angeles area were used to field-check each route by bus for errors in street names and street directions. This was done to make sure no drivers got lost during the Games.

The scheduling group was responsible for gathering and analyzing the requirements for all projected athlete trips to competition and training sites. This project, begun in October 1982, involved interviewing commissioners and sports managers from each sport. In February 1983, sports managers provided detailed information on a questionnaire and worksheet, including daily competition and training session start times by sports and the required athlete arrival and departure times. The excellent communication developed between senior sports department and athlete transportation management resulted in an efficient operation that tailored bus service to the athlete's needs. Some examples of that efficiency:

- Bus service was reduced during off-peak training times.
- Training site openings were staggered from nearest to furthest as village occupancy increased.
- Selected training sites were dedicated to the nearest village.

□ Bus capacity was set at 40 athletes per bus, but modified to 26 per bus (one per bench seat) for basketball, wrestling and weightlifting because of athlete size, and cycling, fencing and archery because of the bulk of accompanying equipment.

□ Each team competing in baseball, basketball, football, handball, hockey, volleyball and water polo was assigned to its own bus when traveling to competition.

Revised and updated information was also gathered in January and February of 1984, when sports commissioners were asked to review existing planning documents. On 1 March 1984, corrections were incorporated into the system.

After analyzing the needs of the athletes and consolidating similar trips from more than one sport to the same destination, the scheduling staff was responsible for developing specific schedules for each of the 33 days of service—a task unprecedented in prior Games. To keep track of the daily requirements from two villages and 57 sites, a computer software package called OATS (Olympic Athlete Transportation System) was created for use on an IBM-XT Personal Computer.

In most cases, the buses were scheduled to arrive at training sites about 15-30 minutes before training started and to depart soon after the session ended. Buses were scheduled to arrive at competition venues between one and two hours prior to competition and leave up to one and one-quarter hours after the session ended. Spectating athletes were scheduled to arrive approximately one and one-half hours before each event and depart shortly after the conclusion.

The following is a sample UCLA Village athlete bus timetable for the sport of weightlifting. Since Loyola Marymount University (LMU) was the site for both training and competition, weightlifters had only one bus schedule to refer to in their respective village bus timetable. Other sports had bus schedules to the competition venues as well as all of their respective training sites.

Each sport required a complete timetable for buses scheduled to depart from the UCLA and USC Villages.

Athlete bus time table for weightlifting

Sport/Site	UCLA schedule		Travel time durations and earliest/latest	
	Depart UCLA	Arrive LMU	Depart LMU	Arrive UCLA
Weightlifting/ Loyola Marymount Univ.	14 July—5 August 2—9 departures daily		25 min. average 0655-1740	
Day	Depart UCLA	Arrive LMU	Depart LMU	Arrive UCLA
14—21 July	1020	1045	1335	1400
22—27 July	0740	0815	1105	1130
July 28 (Opening Ceremonies)	0750 1020	0815 1045	1105 1330	1130 1355
29—31 July	0740	0815	1105	1130
1—2,4—5 August	0655 0740 1020 1105 1250 1325 1455 1510 1705 1740	0730 0815 1045 1130 1315 1350 1530 1545 1740 1815	1150 1230 1335 1410 1600 1630 1830 2015 2100 2135	1130 1255 1400 1435 1635 1705 1905 2035 2120 2155
3 August	1020 1250 1510 1740	1045 1315 1545 1815	1335 1605 1835 2100	1400 1640 1910 2120
6—8 August	1020 1105 1250 1305 1455 1510 1705 1740	1045 1130 1315 1330 1530 1545 1740 1815	1150 1335 1350 1600 1630 1830 2100 2115 2130	1215 1400 1415 1635 1705 1905 2120 2135 2150

Toward the end of the planning phase, the department was grateful that the scheduling effort had begun early. During planning, sports managers became sensitive to key transportation scheduling concerns that reduced the overall cost to the system in dollars, drivers and buses; while transportation had the detailed background necessary to plan for such unique cases as the movement of cyclists' bikes with the athletes, the need for all boxers to arrive at the same time for weigh-in, and the need for transportation plans for yachting "reserve days" in cases of unsuitable weather. The excellent rapport between the LAOOC sports department and athlete transportation greatly enhanced the service for the athletes.

During the Games, most sports training sessions were established in 90-minute or two-hour intervals, which permitted time for one bus and a driver to make round trips to the site. However, it did not adequately serve the needs of the athletes. Because athletes' personal training needs varied before and during competition, consideration should have been given to providing hourly bus service to training sites.



RTD Service for the XXIIIrd Olympiad

Key Routes

- 710 LA CBD—Exposition Park Shuttle
- 711 Valley College—Exposition Park Park/Ride
- 712 Century City—Exposition Park Park/Ride
- 713 Hollywood Park—Exposition Park Park/Ride
- 714 Cerritos College—Exposition Park Park/Ride
- 715 Pasadena City College—Exposition Park Park/Ride
- 716 Crenshaw Center—Exposition Park Shuttle
- 716 Grand Avenue—Exposition Park Shuttle
- 719 Alpine Village—Exposition Park Park/Ride
- 720 LA CBD—UCLA Express

Key Routes

- 721 Valley College—UCLA Park/Ride
- 723 Hollywood Park—UCLA Park/Ride
- 727 Westwood—UCLA Shuttle
- 740 LA CBD—Forum Express
- 743 Hollywood Park—Loyola Shuttle
- 750 LA CBD—Long Beach Express
- 753 Hollywood Park—Long Beach Park/Ride
- 754 Cerritos College—Long Beach Park/Ride
- 760 LA CBD—Anaheim Express
- 764 Cerritos College—Anaheim Park/Ride
- 770 LA CBD—Dodger Stadium Shuttle
- 760 LA CBD—Santa Anita Express
- 790 LA CBD—Rose Bowl Express
- 795 Pasadena—Rose Bowl Shuttle

- Park/Ride locations
- Park/Ride service
- Express service
- Shuttle service

Transportation

35.02.5

The start-up period

The purpose of the five-week start-up period was to become operationally ready by 14 July, the first day of service to the athletes. The major emphasis was on personnel training during this period of time. A general orientation was held for the 1,550 personnel in the athlete system to generate excitement and enthusiasm. Detailed job descriptions, purposely left out of the general orientation, were addressed in a series of smaller training workshops grouping personnel according to job classification. Each individual received approximately 16 hours of in-the-class training on topics pertaining to the Olympics in general and his or her job in particular.

During the final week prior to the opening of the villages, two dress rehearsals were conducted. The first, at UCLA on 10 July, was a mock-day created to include trips to all training and venue sites. Service was similar to Games operations, with one notable exception: passengers. A tabletop discussion was conducted the next day to evaluate results of the exercise. On 12 July a similar dress rehearsal was conducted at USC and a small scale dry-run at UCSB. The dress rehearsals were particularly helpful because they represented the first time the system was operated using the

detailed operating schedules. The period was also helpful in understanding the technology requirements of the athlete bus system. There proved just enough time for proper installation of all equipment prior to 14 July.

35.02.6

The operating period

From 14-27 July all movements were training trips. The first two weeks of service were extremely helpful to the operators and users of the system. It enabled the staff to work out any last-minute problems and also enabled the athletes to understand how the system worked and to become familiar with timetables and loading areas. It had been a long-stated policy to adhere closely to the printed timetables, and this policy was indeed followed.

The bus dispatching procedures represented a significant departure from normal bus operating procedures. Normally, once a bus is dispatched from the yard, the yard remains in radio contact with the bus and all control of the bus remains at a dispatch center in the yard. During the Olympics, a bus

would leave the yard and proceed to the village where the primary dispatch center was located. Each village had a separate dispatch tower overlooking the loading area. As a result of this fundamental difference in dispatching concepts, a number of dispatching procedures were incorporated.

In-transit security personnel from the LAOOC and from the Los Angeles Sheriff's Department were also located in the transportation towers. Each athlete bus had a radio-equipped, unarmed, private security guard aboard. In addition, Sheriff's vehicles escorted certain buses carrying teams deemed to have high-risk profiles. Decisions were made in the towers as to which buses were to be escorted. Patrol units were assigned to buses, usually only a few minutes prior to departure, and began the mission when the bus exited the village gate. The mission continued until the athletes were safely returned to the village. Finally, each bus entering the village was carefully examined by private security, both inside and outside. This was done after the passengers were unloaded but prior to the bus proceeding to the loading area to pick up passengers for its next trip.

On 28 July athletes from UCSB and UCLA were moved en masse to the Coliseum area in caravans of 10-12 buses for Opening Ceremonies. A shuttle system to the Coliseum was operated for the USC athletes.

By 29 July, the opening day of competition, the system had settled down and the athletes were using it comfortably. For the next 16 days the service was relatively uneventful. Demand buses were used often. There were some unexpected demands, primarily to accommodate athletes who had missed their scheduled bus and were in danger of missing the competition. The decision was made to use buses rather than sedans for this service in order not to eliminate an incentive for athletes to miss their buses and then be driven to their destinations in greater comfort. There were no athletes who missed a competition because of transportation.

During the week of 7 August, Transportation began moving passengers to LAX for departure. The bulk of the departures took place on 13 August, the day after Closing Ceremonies. On 15 August, buses transported the last passengers to LAX. In total, the athlete transportation system made approximately 46,860 trips.



4

4 Transportation planning at the LAOOC's Marina Center.

5 Buses stop to unload athletes near Main Street at USC Village.



5

35.02.7

Passenger information

Because the athlete transportation system was primarily based on schedules rather than on demand, it was essential that athletes, coaches and other team officials have the correct schedule information. The primary source of this information was the athlete transportation timetables. Printed in English and French, these timetables contained a listing by sport and by date of each individual departure and arrival time for scheduled bus service between 14 July and 13 August. In addition to the published schedules, each timetable contained the following:

- A village map highlighting the athlete bus terminal, loading areas and information kiosk
- A competition and training sites map showing all bus destinations identified by bus line number and indexed by sport
- A representation of the bus loading area describing the loading spot assignments for each destination

Generally, buses to a given destination always left from the same loading spot. A timetable was distributed to each athlete, coach, trainer and chef de mission upon arrival at the village. Clarification on the use of the timetable was available 24 hours a day by telephone or in person at the athlete transportation plaza kiosk. One kiosk at each village was staffed by trained personnel, each of whom had language proficiency in three or more languages. Information could also be received from the customer service supervisor at the NOC services center. Late changes were detailed in the village newspaper which contained complete day-to-day, event-by-event schedules. Sports information personnel and commissioners also notified the chefs and team managers of changes. Passengers were aided at the transportation plaza by 20-foot by 30-foot billboards depicting loading spot locations. Indexed by sport, destination, and bus line numbers, athletes located the loading area by referring to the board.

35.02.8

Summary

Overall, the athlete transportation service for the 1984 Olympic Games was a tremendous success. From the outset, the objective was to design an efficient transportation system that met the needs of the athletes while also being cost effective. As a result of two years of extensive planning, buses ran on time and not one athlete missed his competition due to bus breakdowns or delays. Los Angeles was also blessed with mild weather, and traffic was abnormally light which complemented the entire operation. Overall, the athlete system encompassed 132,399 driver hours (more than 15 man-years), 102,587 additional staff hours (another 11.7 man-years) and covered 1,032,317 miles (1,651,707 km).

35.03

Fleet operations

The fleet division of the Transportation Department was responsible for the allocation, inventory and maintenance of nearly 2,500 vehicles used during the Games. The division not only managed cars, station wagons and vans, but also all-terrain vehicles, cargo and passenger carts, motorhomes and motorcycles. The division was also responsible for the motorpool at the villages which provided vehicles and drivers to the respective delegations.

35.03.1

inventory control operations

Inventory control was responsible for identifying the LAOOC's overall vehicle requirements, securing arrangements to meet the requirements and issuing and collecting vehicles to and from the appropriate users.

In the months preceding the Games, transportation staff worked closely with the fifty-six LAOOC departments to determine their vehicle requirements and to categorize these requirements into one of three levels of need:

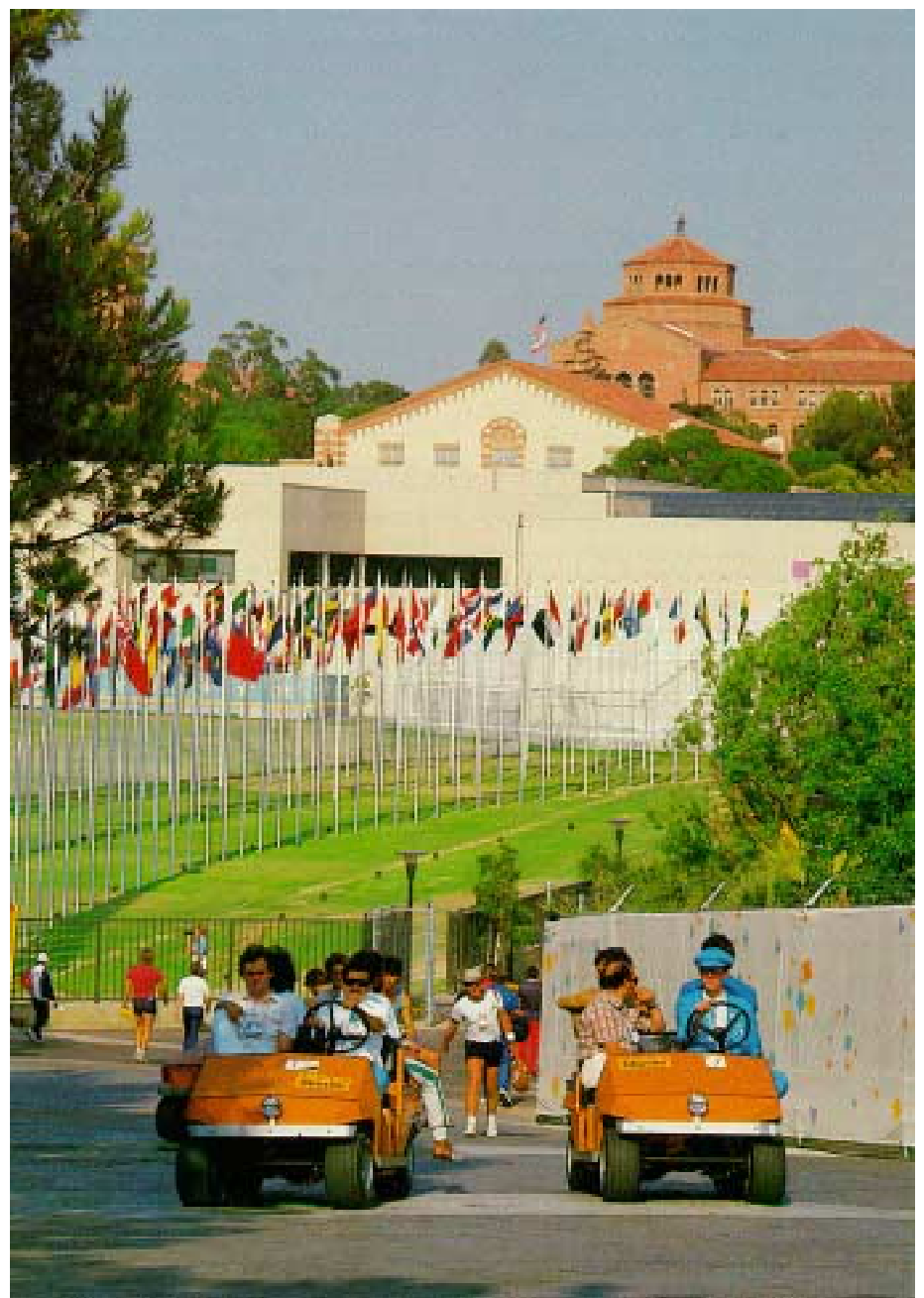
- Mandatory; essential for performance of assigned responsibilities
- Assures success; not essential, but would help assure the success of assigned responsibilities
- Perquisite; purely an employee benefit

A vehicle assignment report was compiled from this data which enabled the department to analyze the total vehicle requirements, by type of vehicle, week-by-week through the Games. The department then compared these requirements against the resources available from the LAOOC's sponsorship and supplier contracts. If shortfalls existed, plans were made for alternative arrangements.

The vehicles utilized by the LAOOC came from three sources-sponsors, suppliers and rental companies. The approximate number of vehicles from each of these sources was as follows:

- Buick Motor Division; 400 sedans and station wagons
- Budget Rent-A-Car; 995 sedans, station wagons and vans
- GMC Truck and Coach Division; 100 trucks and vans
- Miscellaneous truck rental companies; 185 trucks and vans
- Suzuki Motorcycles; 342 motorcycles and 110 all-terrain vehicles
- Murray Bicycles; 50 bicycles

A vehicle inventory control and reservation system was developed to track vehicles from initial delivery,



6

6 Golf carts in use at the UCLA Village

7 Athlete bus loading area.



7

Transportation

through assignments and transfers and to return. The control and inventory system monitored the following major functions:

- Receipt of vehicles from various vendors
- Transfer of vehicles to the motorpools
- Assignment of vehicles to individuals, departments or venues
- Return of vehicles to the respective source

Immediately preceding the Games, the total vehicle inventory jumped from approximately 500 to nearly 2,500. The large majority of vehicle assignments were temporary Games assignments. Each village, venue and motorpool vehicle was assigned from the Vehicle Distribution Center. The village transportation managers, the venue transportation managers and the motorpool managers were responsible for coordinating the transfer of vehicles from the Distribution Center to their respective village, venue or motorpool and for daily dispatch of the vehicles.

Each motorpool filed daily reports to the inventory control center at LAOOC headquarters, where computerized tracking of the motorpool vehicles was done. The inventory control center made vehicle transfers as required.

Every attempt was made to retrieve vehicles as venues began to close. Until 12 August, this was accomplished by appointment. The first week following the Games was devoted to the return of rental vehicles and Budget vehicles which were no longer required for operation. Emphasis was placed on rental vehicles, to minimize out-of-pocket expenses, and on Budget vehicles because the lease agreement in the sponsorship contract expired one week following the Games. Approximately 90 percent of the cars and 50 percent of the trucks were returned to their respective sources during this period. Nearly all vehicles were returned the following week. A lack of complete and accurate

information due to unrecorded vehicle transfers and the reluctance of staff members to return assigned vehicles, prolonged the process.

Below is a summary of the vehicle sources and demands by type of vehicle by month.

Categories

- I Mandatory
- II Assures success
- III Perquisite

Where demands exceeded available inventory, additional vehicles had to be obtained in the local rental market.

35.03.2

Airport fleet operations

The fleet operation at the Los Angeles International Airport was responsible for transporting persons with accreditation levels "A", "B", "C", "D", "Fx", "G" and "J" to their respective accommodations. Using approximately 60 volunteer drivers, and up to 48 vehicles, members of the Olympic Family were transported to 140 different hotels and other non-village housing located from Coto de

Caza in southern Orange County to Santa Barbara.

The operation employed a fleet of sedans, station wagons, and passenger vans and supplied additional services in four cargo vans and two 5-ton trucks.

The fleet system worked on almost a complete demand basis, as arrival information for individuals was not precise enough to determine in advance the number of vehicles going to the various destinations. Many of the vehicles were dispatched directly to curbside to transport those not being accredited at the Olympic Arrival Center (OAC) (badge categories "A", "B", "G"). Other vehicles transporting those non-village residents accredited at the OAC (badge categories "C", "D", "Fx", "J") were dispatched from a secondary dispatch operation outside the OAC.

Vehicle assignment summary

Vehicle type	Category	April	May	June	July	Total
1 All Terrain Vehicle	I	4	0	5	18	27
	II	0	0	7	57	64
	III	0	0	1	9	10
Total		4	0	13	84	
Cumulative		4	4	17	101	
Inventory		110	110	110	110	
Available		106	107	197	9	
2 Cart, Cargo	I	0	0	9	52	61
	II	1	0	3	33	37
	III	0	0	0	0	0
Total		1	0	12	85	
Cumulative		1	1	13	98	
Inventory		0	0	0	88	
Available		-1	-1	-13	-10	
3 Cart, Passenger	I	0	0	7	23	30
	II	0	0	18	42	60
	III	0	0	0	3	3
Total		0	0	25	68	
Cumulative		0	0	25	93	
Inventory		0	0	0	80	
Available		0	0	-2.5	-13	
4 Cart with Trailer	I	0	0	176	10	186
	II	1	0	0	0	1
	III	0	0	0	0	0
Total		1	0	176	10	
Cumulative		1	1	177	187	
Inventory		0	0	0	204	
Available		0	-1	-177	17	
5 Motorcycles	I	0	0	13	89	102
	II	0	0	0	43	43
	III	0	0	0	0	0
Total		0	0	13	132	
Cumulative		0	0	13	145	
Inventory		253	329	329	328	
Available		253	329	316	183	
6 Motorhome	I	0	0	0	8	8
	II	0	1	0	30	31
	III	0	0	0	0	0
Total		0	1	0	38	
Cumulative		0	1	1	39	
Inventory		0	1	1	40	
Available		0	0	0	1	

Vehicle type	Category	April	May	June	July	Total
7 Pick-up Truck	I	2	3	4	22	31
	II	2	0	1	6	9
	III	0	0	0	1	1
Total		4	3	5	29	
Cumulative		4	7	12	41	
Inventory		10	10	10	20	
Available		6	3	-2	-21	
8 Sedan	I	84	24	7	411	526
	II	13	4	15	32	64
	III	102	13	6	13	134
Total		199	41	28	456	
Cumulative		199	240	268	724	
Inventory		200	200	400	700	
Available		1	-40	132	-24	
9 Truck, Medium (1 ton)	I	2	2	76	4	84
	II	0	0	0	1	1
	III	0	0	0	0	0
Total		2	2	76	5	
Cumulative		2	4	80	85	
Inventory		50	50	50	85	
Available		48	46	-30	0	
10 Van, Cargo	I	2	4	16	21	43
	II	0	0	0	2	2
	III	0	0	0	0	0
Total		2	4	16	23	
Cumulative		1	6	22	45	
Inventory		10	15	15	45	
Available		8	9	-7	0	
11 Van, Passenger	I	4	19	5	134	162
	II	0	1	4	1	6
	III	1	0	0	0	1
Total		5	20	9	135	
Cumulative		5	24	34	169	
Inventory		25	25	25	110	
Available		20	1	-8	-58	
12 Wagon	I	7	9	33	29	339
	II	3	1	26	130	160
	III	11	0	1	6	18
Total		21	10	60	426	
Cumulative		21	31	91	517	
Inventory		10	10	10	562	
Available		-12	-22	-81	45	

The fleet operation also covered for the media transportation system between 2200 hours and 0800 hours from 14 July to 28 July. After 28 July, the fleet operation transported members of the media service from the airport to the Main Press Center on an as-available basis.

In addition to supporting the other motorpools at USC, UCLA and the Biltmore, the LAX fleet had the responsibility of coordinating and storing the guns required for the shooting and modern pentathlon competitions. These weapons were not allowed in the village so they had to be stored near the airport until the daily pickup from the venues occurred.

35.03.3 Motorpool operations

During the Games, five motorpools managed the fleet vehicles assigned to qualified members of the IOC, the International Federations and the National Olympic Committees and LAOOC personnel. Each motorpool included management and a group of drivers to operate the vehicles. The locations included the following:

- The Biltmore Hotel; managed the vehicles assigned to members of the IOC, NOC presidents and secretaries-general and IF presidents and secretaries-general.
- UCLA Village; managed the vehicles assigned to each of the NOCs in residence at the village.
- USC Village; managed the vehicles assigned to each of the NOCs in residence at the village.
- UCSB Village; issued pool vehicles as necessary to meet demand of NOCs in residence.
- LAOOC headquarters; assigned vehicles to staff members entitled to permanent cars, and issued pool vehicles as necessary to meet demand.

The facilities at each location varied due to the availability of space and physical restrictions at each site. Each facility consisted of a dispatch area and a driver's lounge. No facilities were available at any of the motorpool locations to permit fueling or washing of the vehicles. Light maintenance was done on site to the extent that facilities permitted.

The method of operations at each site was dictated by the physical configuration and the service level designed for the primary user group. This varied from the Biltmore operation, which provided a call-up service, to the meet and greet service at the villages and LAX to self-service at the LAOOC headquarters.

The hours of operation varied, depending on the needs at each site. At the Biltmore and the villages, the motorpools operated a dispatch function between 0700 and 2200 hours daily. The LAX motorpool operated in conjunction with the arrival and departure schedules of the Olympic Family, which was effectively a 24-hour per day operation.

Dispatch tickets were completed upon issuance of a vehicle to a delegation or individual. The dispatch ticket showed the vehicle in use, the driver assigned and the length of use. From the dis-

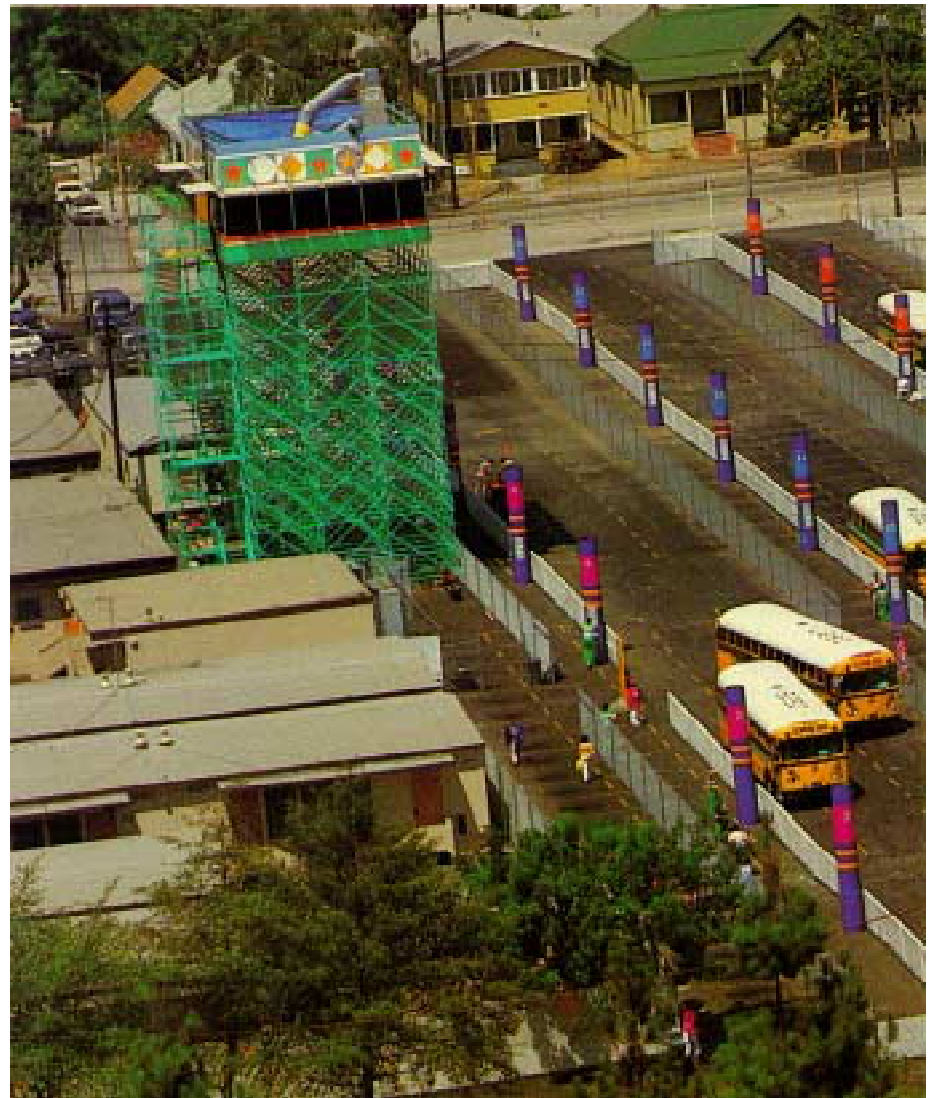
patch tickets, equipment and volunteer driver availability were determined. Any change in the information on the dispatch ticket necessitated the processing of a new ticket. When a job was finished, the dispatch ticket was closed, and the driver and vehicle were re-entered in the pool.

Each motorpool was staffed by a combination of paid and volunteer employees. The management and operational personnel were paid, while the drivers were volunteer. Staff size was based upon the expected demand for service and the number of vehicles assigned to each location.

In selecting volunteer drivers, the LAOOC looked for the ability to assimilate into a wide range of situations with people of diverse backgrounds, cultures, and customs. Volunteers with foreign language skills were a preferred choice. Driving histories were checked with the California Department of Motor Vehicles in order to screen out those with poor driving records. Drivers were uniformed and had access to lounge areas, lunches and beverages. All volunteers were required to provide a minimum of eighty hours of service.

Vehicle allocation by accreditation level

Code	Service provided
"A "	Each IOC member and director was provided a dedicated sedan and driver.
"B "	NOC presidents and secretaries-general were entitled to utilize the vehicles and drivers allocated to their respective NOC. Each IF president and secretary-general was provided a dedicated vehicle and driver.
"C "	The chefs, assistant chefs and attaches were provided transportation from the allocation assigned to their NOC.
"D "	IF technical officials and juries were provided transportation by venue management for their respective sports.
"E "	Provided solely by the media transportation system.
"F "	Athletes and team officials were provided transportation from their NOC's allocation or the athlete transportation system.
"G "	No transportation assigned by the LAOOC.
"J "	Provided transportation consistent with the services given to the "D" accredited individuals.
"K "	No transportation provided.
"L "	Vehicles assigned sparingly and by function or position only.
"O "	Bid cities were each assigned one vehicle with a driver. OCOG delegations were assigned one vehicle with a driver. All other "O" accredited personnel were not provided LAOOC vehicles or drivers.



8

8 The Transportation Tower high above the USC bus loading area.



Olympic Family vehicle allocation

Delegation size	Vehicle allotment	Number of vans	Number of station wagons	Number of sedans
1-25	1*	0	1*	1
26-50	2	1	0	1
50-100	3	1	0	2
101-200	4	1	0	3
201-300	5	2	0	3
301-400	6	3	0	3
401-500	7	3	0	4
501+	8	3	0	5

*One vehicle assigned and one additional based upon available resources.

along the routes of the athlete transportation system, the media transportation system and special services. In the event of a collision or mechanical failure of a bus with passengers, a cover bus would be dispatched to the site. Upon arrival of the cover bus, the route driver, security guard (for athlete buses) and the passengers would transfer to the cover bus and proceed to their destination. The driver of the cover bus would remain with the bus until the bus was repaired or towed from the location. The route driver would retain the cover bus until the route bus was returned to its home yard.

In theory, no bus was more than 12 minutes away from help while on its Olympic route. In practice, the response time was not as quick, but the system worked very effectively. Fleet maintenance headquarters were located at the South Gate yard, together with the communications center. The communications center was designed to facilitate the response of repair personnel to vehicles involved in traffic collisions or experiencing mechanical difficulties. There were four radio operators per shift, monitoring five radio frequencies and numerous telephones. Light maintenance was performed on passenger vehicles at each of the motor pools. These facilities were staffed 24 hours a day throughout the Games to perform minor repairs as necessary.

Minor automobile repairs were handled by LAOOC personnel on site. More extensive repairs required the vehicle to be transferred to an authorized automobile dealership for warranty service. The majority of vehicles supplied by Budget Rent-A-Car and all of the vehicles provided by Buick were under warranty. After a few days of operation, it was learned that the vast majority of problems were due to failures in either the electronic ignition or fuel system. Both of these mechanical problems required sophisticated

testing equipment which was not available to LAOOC maintenance personnel. Vehicles with these problems were towed for warranty service.

Vehicles such as all-terrain vehicles and motorcycles were handled by LAOOC motorcycle repair personnel. As repairs became necessary, a motorcycle repair person was dispatched to the venue or village. In the event that a repair could not be effected at the location, the vehicle was taken to an authorized repair center. For vehicles such as golf carts, all maintenance and repairs were done by the supplier of the vehicle.

The LAOOC made arrangements with towing companies prior to the Games. All responses were very prompt since LAOOC problems were given priority service by the towing companies.

The majority of buses leased by the LAOOC were Crown school buses. A parts agreement was made with Crown Coach Corporation to supply an initial inventory of Crown parts and the option to purchase additional parts on demand. Arrangements were also made with other parts dealers. Parts from the initial inventory and those purchased were charged against a bus and ultimately to the bus supplier.

Two systems were designed for fueling buses. The first was a wet hose system used by airlines to fuel aircraft. Vehicles using this system would park in their designated spot and be fueled by a dispensing truck that traveled down the rows of vehicles.

The second system was stationary tank fueling. The bus yards utilizing this system were equipped with above-ground fuel tanks. Each bus passed by the fuel tanks on its way to its assigned parking space.

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9 The bus terminal for news media at the Main Press Center.

35.03.4 Olympic Family vehicle allocation

The number and type of vehicles allocated to each NOC were based upon the delegation size.

The remaining Olympic Family members were assigned vehicles and drivers, based upon accreditation levels and specialized transportation need.

35.03.5 Maintenance operations

Maintenance operations were responsible for fueling, cleaning and maintaining all fleet vehicles used by the LAOOC. To enable the rapid repair of mechanical problems, five bus repair facilities were established: the Veteran's Administration yard (servicing UCLA Village buses), the South Gate yard (servicing USC Village and special services buses), the Bell yard (servicing the MPC buses), the IBC yard (servicing the IBC buses) and the LAX yard (servicing LAX buses). The largest of the yards-Veteran's Administration and South Gate-accommodated 260 and approximately 400 buses respectively.

To reduce the possibility of significant delays in transporting members of the Olympic Family to their destinations, a system was designed for 26 strategically placed "cover" buses

For other vehicles, a fuel voucher system was established with the Atlantic Richfield Corporation (ARCO). The vouchers were issued to vehicle drivers by the motorpools and the venue transportation managers. Each voucher had a \$35 limit and was good for the purchase of fuel and oil only. Pick-up trucks equipped with 140-gallon fuel tanks, electronic pumps and dispensing nozzles fueled the motorcycles, all-terrain vehicles and other vehicles which could not leave the venues or villages. These trucks had daily scheduled routes and functioned well for their intended purpose.

35.04 Media transportation

Media transportation was responsible for providing free, convenient and dependable transportation to 8,700 accredited international journalists and broadcasters to hotels, villages, venues, the Main Press Center (MPC) and the International Broadcast Center (IBC). Any individual with a Games credential was entitled to ride the media transportation system as well, and many found the system convenient for their use.

The goal of the media transportation plan was to provide a transport system for the journalists which would meet their requirements and keep them from renting cars and requiring parking spaces. Such a plan would reduce traffic generated by media-related vehicles and alleviate the confusion of foreign media trying to negotiate the Los Angeles area freeway and street system.

35.04.1 Arrival/In-processing link

The first responsibility of the media transportation system was to transport all journalists and photographers from the airport to the Main Press Center for accreditation. This service was important because it gave journalists their first impression of Los Angeles and the Organizing Committee. A questionnaire was sent to NOCs in June 1984 requesting arrival times and flight numbers, if available. Journalists responded individually by letter or telex to the Organizing Committee. This information helped to determine exact arrival patterns and the appropriate number of buses needed to greet arriving journalists at LAX. The system, using a fleet of 14 school buses, maintained 30-minute departure intervals from 0800 to 2200 hours, from 14 July through 28 July. Between 2200 and 0800 hours, service was provided to members of the media by the fleet operation. Media arriving in Los Angeles after that period made

their own transportation arrangements to the MPC or used the LAOOC's LAX fleet if available. Journalists staying in downtown hotels were also transported to LAX from their respective hotels from 12-15 August simply by making a reservation at the transportation information desk at the MPC. A total of 905 media chose to use the free shuttle to LAX. Hotels used by media in the area surrounding LAX offered their own courtesy shuttle service.

35.04.2 Competition and training support

Transportation support for the media to competition sites, villages and training sites were based on a few rough parameters and then modified significantly for individual days of competition.

Most journalists arrived prior to the start of any session and left well after they had filed their reports at the venue sub-center. Some photographers preferred to arrive approximately two hours prior to the start of the session, while most print journalists required roughly two hours after a session to file their reports. Also taken into account was the need for some journalists to leave in the middle of an event and require transport to another.

The transportation service reflected the number of media expected at each venue, as determined by the number of seats in the press areas at the sites as well as the timing of the competition sessions. It made little sense to service venues that had long breaks between sessions or were closed. Conversely, busy venues needed frequent service over long periods of time.

The system schedule featured continuous, shuttle-type service to the larger venues and occasional service to the smaller ones. The composite at night shows the longest hours recorded during all days at a particular site; for example, transport from the MPC to the baseball venue at Dodger Stadium ran 1330-2200 hours on four days, 1030-1900 hours on three days and 0730-1600 hours on one day, but is shown as operating from 1030-2200 hours, the longest service period typically offered.

Travel times

Site	Schedule	Duration and earliest-latest
Archery: from MPC from El Dorado Park	8-11 August only Departures 3 times daily Departures 3 times daily	50-60 minutes 0700-1330 1345-1930
Athletics/Boxing and Swimming/USC Village: from MPC to Exposition Park to Swimming/USC Village to MPC	14-20 July: USC Village only; Departures every 120 minutes 21-27 July/13-14 August: all stops; Departures every 60 minutes 28 July-12 August: all stops; Departures every 15 minutes	15-20 minutes 0800-2000 0800-2000 0600-2300
Baseball: from MPC from Dodger Stadium	31 July-7 August only Departures every 60 minutes Departures every 60 minutes	25-35 minutes 1030-2200 0815-0100
Basketball: from MPC from The Forum	29 July-10 August only Departures every 30 minutes Departures every 30 minutes	40-45 minutes 0630-2230 0715-0115
Canoeing/Rowing: from MPC from Lake Casitas	30 July-11 August only Departure once daily Departure once daily	135-140 minutes 0400 1230-1330
Cycling/Individual Road Race: from MPC from Mission Viejo	29 July only Departure 4 times Departure 4 times	110-120 minutes 0540-1030 1230-2000
Cycling/Team Time Trial: from MPC from Artesia Freeway	5 August only Departure every 60 minutes Departure every 60 minutes	40-45 minutes 0600-1400 0710-1510
Cycling/Velodrome: from MPC from Velodrome	30 July-3 August only Departure every 60 minutes Departure every 60 minutes	35-45 minutes 0715-1400 0815-1700
Equestrian/B-Day Endurance: from MPC from Fairbanks Ranch	1 August only Departure once Departure once	205 minutes 0600 1900
Equestrian/Santa Anita: from MPC from Santa Anita	29-30 July/3-4,7-10, 12 August Departure 4-6 times daily Departure 4-6 times daily	55-60 minutes 0500-1500 0630-2000
Fencing/Volleyball/Yachting: from MPC from Long Beach	29 July-11 August only Departures every 30 minutes Departures every 30 minutes	55-60 minutes 0600-2130 0715-0100
Football/Rose Bowl: from MPC from Rose Bowl	29 July-3,5-6,8,10-11 August Departures every 15 minutes Departures every 15 minutes	50-55 minutes 1600-1900 1810-2350
Gymnastics/Tennis/UCLA Village: from MPC to UCLA to MPC	14-20 July/1 3-14 August: Departures every 120 minutes 21-28 July/12 August: Departures every 60 minutes 29 July-11 August: Departures every 30 minutes	40-45 minutes 0800-1930 0800-1930 0630-2200
Handball/Preliminaries: from MPC from CSU Fullerton	31 July-10 August only Departures 4-5 times daily Departures 4-5 times daily	75-85 minutes 0730-1600 1500-0100
Handball/Final: from MPC from The Forum	11 August only Departures every 60 minutes Departures every 60 minutes	35-40 minutes 1-125-1600 1215-1900
Hockey: from MPC from East L.A. College	29 July-11 August only Departures every 90 minutes Departures every 90 minutes	30-35 minutes 0530-2100 0615-2400
Judo: from MPC from CSU Los Angeles	4-11 August only Departures every 60 minutes Departures every 60 minutes	25-30 minutes 1330-1900 1415-2145
Modern Pentathlon: from MPC from Coto de Caza	29 July-1 August only Departures 2-4 times daily Departures 2-4 times daily	95-130 minutes 0500-1700 1310-0210
Shooting: from MPC from Prado Rec. Area	29 July-4 August only Departures 3 times daily Departures 3 times daily	90-95 minutes 0600-1200 1300-1730
Swimming/Water Polo: from MPC from Pepperdine	1-3,6-7,9-10 August only Departures 6 times daily Departures 6 times daily	70-90 minutes 0520-1730 1130-2400
Weightlifting: from MPC from Loyola Marymount	29 July-2, 4-8 August only Departures every 60 minutes Departures every 60 minutes	35-45 minutes 0715-1900 0900-2235
Wrestling: from MPC from Anaheim Convention Center	30 July-3,7-11 August only Departures every 60 minutes Departures every 60 minutes	95-100 minutes 0830-1800 1015-2230
UCSB Village: from MPC from UCSB	14 July- 11 August only Departures once daily Departures once daily	195 minutes 1000-1100 1700-1800

Transportation

Venue-to-venue transportation

(1) The Forum-UCLA-Velodrome

30 July-3, 7-11 August 1000-2000

	Forum	UCLA	Forum	Velodrome	Forum
Split time:	0	45	30	30	25
Cumulative time:	0	45	1:15	1:45	2:10

(2) Velodrome-Anaheim C. C. - Velodrome

30 July-3, 7-11 August 1300-2000

	Velodrome	Anaheim	Wait	Velodrome
Split time:	0	50	10	50
Cumulative time:	0	50	1:00	1:50

(3) Velodrome-Long Beach-Velodrome

30 July-3, 5, 7-11 August 1000-2000

	Velodrome	L. Beach	Wait	Velodrome
Split time:	0	35	10	35
Cumulative time:	0	35	45	1:20

(4) Forum-UCLA-Forum-Long Beach-Forum

29 July, 4-6 August 1000-2030

	Forum	UCLA	Forum	L. Beach	Forum
Split time:	0	45	45	60	60
Cumulative time:	0	45	1:30	2:30	3:30

In addition to the basic venue service, a small venue-to-venue system was developed for the southern venues, operating on only those days when events took place at those venues.

The schedules were printed in a special handbook for media, and updated versions were available on the Electronic Messaging System (EMS). The system also included demand service. This element of the program provided coverage for passenger overloads. Overload service was pre-scheduled where the need for more than one bus was predicted. Otherwise, additional drivers and buses were available as needed. The passengers quickly learned more buses were furnished at peak passenger times than the timetable indicated, and therefore they could depend on the system getting them to their destinations on time.

The buses used were non-air-conditioned school buses, which proved satisfactory given the generally mild weather experienced during the period. Journalists expressed the opinion that air-conditioned buses were needed for rides of more than one hour. The school buses usually carried 52 adults, but the expected capacity was lowered to 40 in view of the bulky equipment carried by many members of the media.

A total of 250 school buses carried journalists, with 191 assigned to the MPC for primary and back-up duties, 45 to the IBC and 14 to the LAX area and later to the venue-to-venue service in the southern venue area. In all, an estimated 196,580 passenger trips-110,000 between the MPC and the venue sites-were made, with capacity reached only near the end of the Games. The bus system proved so efficient and reliable that many journalists who had rented cars and paid for parking preferred to take the buses, and left their cars at their hotels or at the MPC. At the end of the Games,

almost 7,000 persons (about 80 percent of the media members accredited) were using the buses regularly.

Journalists also had riding privileges at no cost on the regularly-scheduled buses of the Southern California Rapid Transit District (SCRTD). These privileges did not extend to the SCRTD's specially-arranged Olympic bus routes that carried spectators from remote lots to the event sites.

35.04.3 Broadcaster transport and parking

Broadcasters for the Games worried that the transportation system provided by the LAOOC would not meet their needs and that the area would be hopelessly congested with traffic. Several broadcast groups made preliminary reservations of large numbers of rental cars as an insurance measure against an LAOOC transportation breakdown.

The host broadcaster indicated that it would have its own system of transportation, so the LAOOC focused solely on the needs of the foreign broadcasters. The LAOOC was committed to providing an effective system of transport at no cost to the broadcasters for necessary service, including hotel to IBC transport, IBC to Main Press Center, IBC to venues and Main Press Center to venues. Rather than providing a link between the IBC and the venues, the LAOOC decided to establish its major depot at the MPC and to increase the shuttle frequency between the IBC and MPC. Broadcasters felt this service would cost

valuable time in transit to the more important venues: athletics/boxing at Exposition Park, gymnastics/tennis at the UCLA Village and swimming/diving at the USC Village.

A compromise was reached, offering a steady shuttle from the IBC to the MPC, service from the hotels to both the IBC and MPC and special service from the IBC directly to the major aforementioned venues.

Service was provided on non-air-conditioned school buses from 14 July to 15 August to the IBC and from 26 July to 13 August to the MPC. The broadcaster transport requirements to the MPC between 14-25 July were handled by the MPC-IBC connector. Bus capacity was set at 40 adults as many of the broadcasters carried bulky briefcases and equipment.

The following is a summary of the broadcaster bus service:

Hotels to IBC / downtown area

Duration: 12-27 minutes

Date: 14-15 August, 14-26 July

Frequency: Hourly service, 0600-2400
Additional half hour,
0630-0830, 1730-2130

Date: 27 July-1 3 August
0000-2400 (except 1100, 1300,
1500)

Frequency: Hourly service,
additional half hour service,
0530-0830, 1730-2130

Hotels to IBC / Hollywood area

Duration: 12-30 minutes

Date: 14-26 July, 14-15 August

Frequency: Hourly service,
0600-2400 (except 1100, 1300,
1500)
additional half hour service,
0630-0830, 1730-2030

Date: 27 July-1 3 August

Frequency: Hourly service,
0000-2400 (except 1100, 1300,
1500)
additional half hour service,
0530-0830, 1730-2130

Hotels to MPG / down town area

Duration: 10-14 minutes

Date: 26-28 July and 13 August

Frequency: Hourly service
0600-2400

Date: 29 July-11 August

Frequency: Hourly service,
0000-2400 (except 1100, 1300,
1500)
additional half hour service,
0530-0830

Hotels to MPC / Hollywood area

Duration: 25-35 minutes

Date: 12 August

Frequency: Hourly service,
0600-2400
additional half hour service,
1330-1630, 2230-2330

IBC to MPC connector

Duration: 25 minutes, return trips ran on parallel schedule half hour later

Date: 14-26 July and 14 August

Frequency: Hourly service
0630-2300

Date: 27 July-1 3 August

Frequency: Hourly service
0030-2330 additional half-hour
service, 0600-0900, 1800-2400

IBC to USC area

Duration: 45 minutes

Date: 14-27 July, 13-1 4 August

Frequency: Every two hours
0800-2000

IBC to Expo Park area

Duration: 45 minutes

Date: 28 July-1 2 August

Frequency: Hourly service
0600-2200, last bus at 2230
(except 5 August and 11 August
beginning at 0500).
Half hour service for Opening and
Closing Ceremonies

IBC to UCLA

Duration: 35-40 minutes

Date: 14-28 July, 13-14 August

Frequency: Every two hours
0800-1900, last bus

Date: 29 July to 12 August

Frequency: Hourly service
0600-2200, last bus at 2230

In order to meet the needs of the broadcaster ENG (electronic news-gathering) crews who moved from site-to-site to film segments in formal interview and mixed zone areas, a priority parking system was established. The number of stationary parking passes granted for broadcaster use at each site were:

Site/Sport(s)	Number
Archery	8
Athletics/Boxing	132
Baseball	4
Basketball	30
Canoeing/Rowing	38
Cycling	41
Equestrian	28
Fencing/Volleyball/Yachting	50
Football	33
Gymnastics/Tennis/UCLA Village	73
Handball	19
Hockey	17
Judo	18
Modern Pentathlon	10
Shooting	5
Swimming/Diving/USC Village	67
Water Polo	14
Weightlifting	28
Wrestling	27

Overall, the media transport system was well received by broadcasters. The dependability of the service, especially with regard to arrival times made it almost ideal for commentators

and others who were not burdened by heavy equipment. Toward the end of the Games, broadcasters who had been riding in personal cars began using the bus system, as it was easier than driving to the venues and parking. Rental of cars by broadcasters were few. Two broadcast groups rented a total of three cars.

35.04.4 Vehicle rental

The LAOOC worked with its official rental car agency, Budget Rent-a-Car, to make automobile rentals available at reasonable rates for the media. Even though the LAOOC preferred to have media ride the bus system, it was clear that some media would require private vehicles. Twenty-nine cars were rented by 12 agencies. All cars were picked up at Budget's Los Angeles International Airport lot and were returned there. The breakdown of rented vehicles is as follows:

- Three agencies rented four compact cars
- Ten agencies rented 19 full-size cars
- One agency rented three station wagons
- One agency rented three vans

Budget Rent-a-Car staffed a booth at the MPC from 14 July to 15 August. Cars were available for rent, at preferential rates, to media possessing a valid driver's license in their country of origin, a passport and either a cash deposit or valid credit card. While the LAOOC did not provide any journalist or press agency with vehicles on a complimentary basis, a taxi stand was set up at the MPC for journalists' needs.

35.04.5 Parking for the media

Even though most media indicated they would not rent vehicles in Los Angeles, it was recognized early that there would be a shortfall of available parking space at the villages and venues. Due to the fact that the LAOOC had to pay for the parking it used at many of the venues, it was decided to charge media for parking. This was done through the agency facilities and journalist accreditation questionnaires. In the interest of administration, only all-sessions parking was available for the various sports offered, although a sport day-pass had been considered. Because of the anticipated administrative burden, making passes for almost every sport available on a daily basis was rejected. Only at the Main Press Center was this plan used, where journalists could buy a pass for a single day or buy a pass for the 32 days that the Main Press Center was open.

Parking was offered at all sites except for the Exposition Park area (athletics and boxing), UCLA Village area (gymnastics/tennis/UCLA Village) and the USC Village area (swimming/USC Village). In all three locations, the number of spaces available indicated clearly that no spaces would be available for journalists, and thus, none were offered. Many press agencies indicated that their real need was for pick-up and drop-off only. This requirement for access was met with the "Access Pass" which allowed cardholders into or near the LAOOC's bus turnaround at the venues.

Not surprisingly, parking demand was greater than supply, and priorities were set for distribution in June 1984:

- First priority went to photographic media which included most of the foreign requests.
- Second priority went to specialized media whose accreditation did not allow them access to the MPC or to ride the media transport system.
- Third priority went to general media from foreign nations.
- Fourth priority went to United States media.
- Fifth priority went to non-exclusive television news film crews, whose accreditation allowed them only into the interview areas of the athletics, gymnastics, swimming and hockey venues.

Parking passes were arranged at no charge for photographic organizations which had signed photographic service agreements with the LAOOC, including the International and National Olympic photo pools and the LAOOC's documentary and other service groups.

Parking passes for journalists were originally distributed from an incomplete set of requests. During the pre-Games period, many journalists complained that they had paid for parking but had been denied parking passes even though passes were plentiful. The complaints were resolved on a one-to-one basis prior to the start of the Games.

Those who purchased passes were issued cards after accreditation at the distribution desk in the Main Press Center. No maps were issued but most of the users had little difficulty finding the proper parking locations once at the venue site.

At the Main Press Center, 1,724 day parking passes were sold at \$10 each, and 525 season passes were sold at \$300 each for the 32-day period from 14 July–15 August.

35.05 Venue management

The venue management division of the Transportation Department was responsible, in conjunction with local public transportation and law enforcement agencies, for the development, public dissemination and implementation of traffic management

Media parking allocations (by sport)

Site/Sport	Cost	Allocation	Requested	Granted
Access Passes	\$250	199	331	199
Archery	15	38	85	36
Baseball	25	69	77	51
Basketball	195	101	111	81
Canoeing/Rowing	25	116	140	100
Cycling	35	99	116	79
Equestrian	30	99	130	84
Fencing/Volleyball/Yachting	85	73	131	71
Football	45	84	111	66
Handball	70	59	71	38
Hockey	40	49	70	45
Judo	40	74	91	55
Modern Pentathlon	10	44	83	43
Shooting	40	59	15	15
Water Polo	65	43	75	39
Weightlifting	60	50	103	49
Wrestling	60	59	109	55
Totals		1,315	1,849	1,106

Spectator parking capacity (by venue)

Venue	Spectator capacity	Targeted mode split %	Parking capacity
Exposition Park (includes Coliseum, Sports Arena, USC Swim Stadium)	124,716	40	**
Dodger Stadium	56,000	5	16,000
The Forum	17,505	5	3,200
CSU Dominguez Hills	8,400	5*	2,900
Santa Anita Park	33,500	10	8,000
Long Beach (includes Convention Center and Sports Arena)	14,500	55	4,500
Rose Bowl	103,300	15	34,667
UCLA (includes Pauley Pavilion and L.A. Tennis Center)	17,800	40	2,600
CSU Fullerton	3,300	10*	2,145
East Los Angeles College	20,000	10*	2,200
CSU Los Angeles	4,300	10*	1,565
Pepperdine University	5,000	5*	1,750
Loyola Marymount University	4,500	25	1,646
Anaheim Convention Center	7,000	20	3,000

*Mode splits estimated for existing regular service.

**No parking spaces on site
25,000 within 20 minutes walk
600 charter bus spaces
50 shuttle bus spaces from remote lots

Transportation

plans for the Olympic villages and competition sites. Venue transportation management also had the responsibility of managing the venue specific fleets, including sedans, wagons, vans, motorcycles, carts, etc. This responsibility encompassed the transportation of the respective technical officials between their hotels and competition sites.

Each site was managed by a venue transportation manager (VTM), who had dual reporting responsibility. The VTM reported on a transportation basis to a senior transportation manager (STM), and on a venue basis to the Venue Director.

35.05.1

Village and venue operations

The venue management division was responsible for developing

transportation plans for each village and venue. In the fall of 1982, a concerted effort was undertaken to design the transportation flows at the Olympic villages. A decision was made early that only athlete transportation buses would be allowed into the villages (along with necessary delivery vehicles). No Olympic Family vehicles were to be allowed, in order to minimize pedestrian/vehicular traffic and to maintain a high level of security. After much debate, it was decided to erect towers high above the loading area in each village. The towers enabled LAOOC transportation, LAOOC security, and Los Angeles County Sheriff management staffs to maintain visual observation of the bus flows in and out of the loading areas.

At the venues, transportation planning teams designed the parking layouts, giving preferential treatment to the Olympic Family and the media.

Preferential parking was also provided for staff, except at certain locations where staff shuttles proved necessary.

Public parking was controlled by the LAOOC at seven of the 18 different sites where competition was held. The public parking design was prepared by staff from System Parking, Inc., the official supplier to the LAOOC for parking planning and management services. For Olympic Family and media parking, conservative estimates were used in order to allow for unanticipated demand. This proved to be insightful, as the parking areas at many key sites were stretched to capacity on the last two or three days of competition.

Detailed operations plans were developed for each functional area at each site. These detailed plans, developed in most cases by the venue transportation manager, described the number of staff required to handle each

parking lot or each transportation function, the placement of those people required and how the transportation function would operate.

35.05.2 Parking pass design and distribution

In order to adequately control the parking lots, the LAOOC developed a system of color and letter designated parking passes. Every attempt was made to keep the system as simple as possible so that parking attendants could implement the controls without tying up traffic.

Olympic Family members had purple parking passes with an "X" designation. The "X" pass allowed vehicles to park in any Olympic Family parking lot at any of the villages, venues or training sites and at the Biltmore garage.

The aqua colored "Z" parking pass was a "super" pass that allowed access to any lot controlled by the LAOOC. Approximately 50 of these passes were issued to top LAOOC managers.



Staff parking passes were yellow with either a pictogram of the appropriate sport or a letter designation such as "MPC" for the Main Press Center. Staff parking permits were not valid in the Olympic Family lots and, in the cases of Expo Park/USC, UCLA and Long Beach, were valid only at the remote parking areas.

Venue specific parking passes for guests, patron ticketholders, press and others were magenta with the sport pictogram or letter designation of that site. The venue specific parking pass either had no date designated, in which case it was good for the entire period of the Games, or was date specific.

Parking pass distribution for on-site staff was the responsibility of the venue director, who in most cases delegated it to the venue transportation manager. In some cases fewer passes were given than staff employed and the venue director or the venue transportation manager decided which staff could park and which staff had to form carpools, ride the bus or make other arrangements.

The distribution of multi-site parking passes was retained by transportation management. Rather than make an exhaustive study or analysis to determine parking needs, the department took requests and analyzed each case on its own merits. This seemed to work well, and did not overflow the staff parking lots.

The parking pass was designed to be highly visible to the parking attendant. The parking passes were approximately four inches wide by eight inches high. The letter or number designation was bold in black and provided a high degree of visibility. The pass was either affixed to the lower left corner of the windshield or the rear view mirror. In retrospect, the LAOOC should have designed greater distinction between the shades of parking pass colors.

35.05.3

Venue specific vehicles

In order to meet the transportation requirements of International Sports Federation officials, a number of vehicles were assigned to each venue under the management of the venue transportation manager (VTM). The vehicles were housed on-site overnight and generally were parked in a secured area, usually in the athlete bus compound during off-peak hours. Volunteer drivers were recruited and were retained under the management of the VTM at each site.

The VTM then scheduled the vehicles and the drivers to ensure that the sports officials were transported from nearby hotels to the venue. However, the commissioner had the flexibility to designate other uses for the vehicles. The number and type of vehicles



10

assigned depended on the requests made by the commissioner or site manager. Vehicles were requested from the Transportation Department and sedans, station wagons, vans, trucks, motorcycles and all-terrain vehicles were assigned on an as-available basis. In general, almost all requests for vehicles by departments and venues were met.

35.06

Special services

It became evident in the early planning stages of the Transportation Department that there would be many requirements for transport that would not fall under the athlete transportation, media transportation or fleet systems. This "all other" category became the special services section of the Department.

The three major categories of service offered by special services were:

- Employee and spectator shuttles from remote parking sites
- Cover buses
- Staff and Olympic Family movement

35.06.1

Employee and spectator shuttles

At three village and/or venue complexes, namely Exposition Park/USC, UCLA and Long Beach, there was insufficient on-site parking for staff, thus making remote parking by shuttle necessary.

For the Exposition Park/USC operation (including staff from the USC Village, swimming, athletics and boxing), the LAOOC leased a vacant 63 acre parcel of ground. The LAOOC graded this area, added gravel and compacted the site to make it suitable for parking operations. There was capacity for approximately 5,500 automobiles, but it never exceeded 90 percent of capacity. Approximately 40 special

service transit buses were used for this operation, which ran 24-hours per day.

At UCLA, to accommodate staff from the UCLA Village, tennis and gymnastics, LAOOC leased nearby real estate from the U.S. Veterans Administration. The space leased accommodated 2,000 parked automobiles. The operation of the shuttle was contracted to the Santa Monica Municipal Bus Lines which performed extremely well. Approximately 15 buses were required at peak time.

In Long Beach, to accommodate volleyball, fencing, and yachting staff, parking for approximately 1,200 cars at one lot and 400 at another lot was leased from the City of Long Beach, which was also responsible for the transit operation.

In general, it was far superior to have a turn-key shuttle operation than to lease buses, hire the drivers and maintain the vehicles. The two turn-key operations took far less management time and attention, though admittedly they were much smaller in scope.

35.06.2

Cover buses

Special services operated a fleet of 30 buses which provided 24-hour coverage of 26 points along roads and highways scattered throughout greater Los Angeles. If a media, athlete or other special services bus broke down on the road or at a remote venue, the driver would radio the dispatcher.

10 Athlete buses line up at a venue.



11

11 Even buses are decorated in Festive Federal graphics during the Games.

The dispatcher, in turn, would call or radio cover dispatch, which would promptly dispatch a cover bus and driver from the nearest cover bus location so that passengers could be on their way within minutes. With these 26 cover locations, a cover bus was never more than 12 minutes drive time from any location served by Olympic buses. This system worked very well.

35.06.3 Staff and Olympic Family moves

Special services operated a fleet of 80 buses that could be ordered by LAOOC departments and venues for a myriad of purposes. Buses needed over and above that amount were chartered on a daily basis from private bus companies. Each LAOOC department was "billed" through internal journal entries for its bus use.

Trips involving athletes were a major exception to the general special services philosophy of transporting Olympic Family members where they wanted to go. For several reasons, the LAOOC was not comfortable bearing the responsibility for groups of athletes who were moving outside secure, Olympic areas. Therefore, the department helped athlete groups charter their own buses and make their own payment arrangements.

Typical requests filled by special services included the following:

- Transporting Technical Officials from hotels to venues, and to both official (e.g., Ceremonies) and non-official (e.g., dinner at the Commissioner's house) functions
- Training/orientation trips for all sizes and types of groups visiting venues and villages
- VIP movement of officials from the headquarters hotel (the Biltmore) to official Olympic functions, such as the opening of the 88th Session or the pre-Opening Gala
- Daily movement of venue bands and medal presentation teams to venues from various gathering points
- Transport of Olympic Arts Festival performers
- Transport of Opening and Closing Ceremonies performers (up to 9,000 people) from gathering points to rehearsals and performances

The idea of centralizing all official bus moves through one office had its advantages, but other departments tended to make unreasonable demands and there was little incentive to hold down costs. In retrospect, it may have been better to prepare each department and venue in advance with the ability to call outside bus companies for their own needs, and to take the cost from their individual budgets.

Special services was able to provide good service, given all the venue and village requests, with the least amount of resources among the Transportation Department. Not enough time was allowed for this division to develop fully before having to go operational, and the division as a whole was staffed with personnel having little transportation background because the most experienced people had already been placed in the athlete and media systems.

35.07 Transport services for the public

The LAOOC was responsible for coordinating with local public transportation and law enforcement agencies in the development and implementation of traffic management plans for the Olympic villages and competition sites. Transportation planners were fortunate that the competition sites selected by the LAOOC were wide spread. In addition, the competition schedule was developed with a view toward minimizing conflicts between spectator traffic and background commuter traffic.

35.07.1 Cooperation and planning of traffic control

Interagency coordination was a major contributing factor in the success of transportation services during the Olympic Games. Meetings were conducted on a regular basis to identify potential areas of congestion that could result in service delays for buses and autos on freeways, surface streets and around venue sites. The following agencies formed an Advisory Group on Olympic Transportation in November 1982 and were involved in the coordination efforts for the Games:

- California Highway Patrol
- California Department of Transportation
- Commuter Computer
- Los Angeles City Department of Transportation
- Los Angeles County Road Department
- Los Angeles Police Department
- Los Angeles Olympic Organizing Committee
- Los Angeles County Sheriff's Department
- Southern California Rapid Transit District (SCRTD)

Each agency was responsible for developing a transportation plan to alleviate traffic congestion during the sixteen-day period of the Games. The major concerns addressed in the overall transportation plan were traffic controls and preferential treatment for Rapid Transit District buses. The group was able to incorporate viable options into the final spectator transportation plan due to the coordination efforts between all of the agencies.

The LAOOC supplied information regarding venue parking capacities and event timing to the Olympic Advisory Group for development of goals for public transit's share of the spectator transportation effort. This share was referred to as the "mode split." The venues at Exposition Park, UCLA, and Long Beach were assigned the highest targets (40% to 55%) since it was known that there would be a parking shortfall and little additional vehicle capacity would be available on the roadways in each area. Target mode splits ranged from five percent to 25 percent at other venues. The mode split targets and spectator capacities at each of the Olympic venues are listed on page 831. Also included is the parking capacity for general public spectators at each venue.

The venues at El Dorado Park (1,600), Lake Casitas (3,400), Coto de Caza (3,500) and swim site (1,800) and Prado Recreation Area (1,800) were not serviced by special RTD bus lines and the spectator parking capacity for each is noted in parentheses above.

After the overall mode split targets were determined, further refinements within the overall targets were used to develop patronage estimates and vehicle requirements for the three types of service: shuttle, express, and park/ride.

- Shuttle Services; seven shuttle routes served venues at Exposition Park, UCLA, Loyola Marymount, Dodger Stadium and the Rose Bowl. The service offered nearby parking and surface street transportation for buses with standing loads.
- Express Services; six express lines consisting of freeway bus transportation connecting two major centers were operated from one downtown Los Angeles bus terminal. These lines were designed to transport passengers to the following Olympic sites: UCLA, Forum, Long Beach Arena, Anaheim Convention Center, Santa Anita, and the Rose Bowl.
- Park/Ride Services; park and ride services consisting of long distance transportation with seated loads and fewer trips than shuttle service per bus, were offered from six parking facilities located in each geographic sector in Los Angeles County. Of the eleven routes operated, six served the major venues at Exposition Park, two lines operated to UCLA, two lines served Long Beach and one served Anaheim.

It was estimated that 50 percent of the Olympic ridership would be carried by shuttle, 40 percent by park and ride and express and 10 percent on the regular

system. The assumed distribution of service and estimated patronage was then used to predict manpower and vehicle needs. Traffic control planning quickly centered around the Coliseum/Exposition Park area.

In order to facilitate the movement of the RTD and charter buses to that area, a traffic management plan was developed for the surrounding five miles. It was readily seen that RTD buses would be unable to travel from the parking locations for shuttles and park-and-rides to the Coliseum area and return for further trips unless some priority were given to buses at freeway exits and on surface streets. Therefore, Caltrans designated the freeway off ramps nearest the Coliseum as "bus only" during the time of the Games. Bus priority streets were established in the surrounding area so that buses had dedicated exclusive lanes in both directions entering the area. Parking restrictions were placed into effect and local traffic was diverted at major intersections. To finalize the priority treatment of buses, the LAOOC constructed two bus terminals immediately adjacent to the Coliseum.

The traffic management plan for Exposition Park was tested in its entirety on 2 June 1984, when the freeway off-ramps were closed to all traffic except buses, the streets were converted to bus priority operation and the transit terminals were tested for the first time in conjunction with the California State High School Track & Field Championships. The test demonstrated that all elements of the plan worked and that the plan as a whole provided an integrated and smooth traffic flow.

At UCLA, a smaller scale version of the Exposition traffic management plan was put into effect. A shuttle operation was established with frequent service to the UCLA Village, gymnastics and tennis. Dedicated bus lanes and loading space was provided for the loading and unloading of the buses. In addition, UCLA pre-sold parking to tennis and gymnastics ticketholders as the university retained control of many parking lots on campus.

The Olympic Advisory Group was confident that the Olympic traffic management plans would work with the cooperation of the local public. Every effort was made to inform the public about the importance of altering regular transportation habits. A series of seminars sponsored by the Los Angeles Chamber of Commerce, the Central City Association and other business groups were held where the heads of several of the key transportation departments presented the traffic management plan for Exposition Park, the area that potentially could have had serious congestion. Business leaders were

informed that they could assist the transportation effort for the Olympic Games by considering the following:

- Converting to four-day work weeks during the two weeks of the Games
- Encouraging people to use public transit
- Staggering the start time of employees who worked 10 hour days
- Encouraging vacations
- Minimizing non-essential business travel
- Supporting the conversion of Admission Day (a state holiday) from 10 September to 6 August for 1984 only
- Not using flex-time for those employees on eight hour days, since early departures would place their employees in the middle of the Olympic-related traffic

Commuter Computer produced a packet of information which was distributed throughout Southern California. It contained transportation options which would be more convenient for their employees and which would help traffic during the Olympic Games.

In order to direct Olympic spectators to their sites and to manage traffic most effectively, a series of Olympic traffic signs were designed and placed on the freeways and streets of Southern California. After considerable negotiation, LAOOC was successful in convincing Caltrans, LADOT and other independent cities within Southern California to utilize the Olympic colors of magenta and aqua with a unique format for the signs, rather than the agencies' standard colors and formats. LAOOC provided \$172,000 to Caltrans to produce and erect freeway exit signs directing spectators to the appropriate exits for the Olympic venues. LADOT, under the city's contract with LAOOC, fabricated and installed street signs utilizing either the single sport pictogram or the *Star in Motion* for multi-sport sites. LAOOC contracted for the production of street signs for the independent cities, including one original and three replacement signs for each sign location. The independent cities agreed to install and maintain the signs on the streets within their area. The freeway signs were the first element of the Look of the Olympic Games to become prominent in Southern California.

On 10 June 1984, the special Olympic section of "Home Magazine" in the "Los Angeles Times" featured

Olympic-related transportation hints, advising spectators to ride the bus to Olympic events and the general public to alter its normal transportation patterns.

Finally, immediately prior to the Games, LAOOC produced and mailed to all ticketholders a ticket buyers guide providing detailed directions to each Olympic venue. The guide again emphasized bus transportation when going to the Exposition Park and UCLA areas.

35.07.2 SCRTD Olympic programs

The Southern California Rapid Transit District, operating in the county of Los Angeles, provided service to all major Olympic venues during the Games. Service in the greater Los Angeles area was provided via a special network of 24 bus routes. The 11 park/ride, six express and seven shuttle routes which comprised the Olympic bus system operated as a separate system from the 253 regular line services.

During the 16-day Olympic period, ridership on the 24 special lines totaled 1.13 million boardings. Daily ridership was lowest on 1 August with 15,747 and highest on 11 August with 132,454 riders. The ridership carried on Sunday 11 August exceeded the average weekday boardings for bus transit systems in Cincinnati, Ohio, Orange County and Santa Clara, California, all of which have bus fleets of similar size.

The original projection of RTD was to carry 3,040,000 riders during the Olympic period. Although lower than projected, the actual ridership was very close to the estimated proportions by service type. Ridership was split between the three service types as shown below:

Ridership by service

Type of service	Actual share %	Projected share %	Boardings
Park/Ride	39	40	438,578
Express	11	10	127,311
Shuttle	50	50	564,528
Total			1,130,417

Several reasons have been given for the lower ridership:

- RTD developed the target mode splits based upon all venues being filled to capacity, plus five percent for support staff and non-ticketed spectators. Capacity crowds materialized only at Opening Ceremonies and during event finals despite the record number of tickets sold.
- The April 1984 estimates of 40 percent day passes for Coliseum events were exceeded due to the last minute ticket availability on the local market. The September 1983 and February 1984 RTD estimates assumed a complete turnover of spectators between morning and afternoon sessions.

- The projection by Caltrans of an overall increase in base traffic (between between five and seven percent) did not materialize. Actual traffic was down between two and three percent until the last days of the Games. The lighter than anticipated traffic congestion around many venues enabled parking to be available at rates much lower than anticipated. It permitted a family of four to travel by car and park at a cost less than traveling by special Olympic service.

The original estimates called for RTD to use a maximum of 481 scheduled buses. Actual deployment varied on a daily basis, however, and the maximum number actually scheduled on any given date was 472. The extent of the variances ranged between four and 46 percent.

RTD used a reservation system on park/ride lines which enabled them to prepare schedules in advance, disperse and allocate demand into 20-minute periods throughout the day. Approximately 190,000 reservations were sold for use during the 16-day period. Actual park/ride patronage levels, however, were about 20 percent higher than reservations. The influx of passengers was handled without changes to the operating plan. Express and shuttle demand was more difficult to anticipate, and RTD decided to operate the service primarily on a "subject-to-order basis." The complexities of the Olympic events schedule and the uncertainties surrounding the actual patronage levels to and from events dictated that RTD operate a bus system that would allow maximum flexibility in responding to demand.

The Olympic service schedule design parameters called for a minimum spread of service of two hours prior to the beginning or end of each event, plus the required travel time from the terminal to the venue. Buses were scheduled around these design parameters, usually in groups of five, and operated on a subject-to-order basis out of each division. This operational technique allowed RTD to modify service levels between Olympic routes and rapidly respond to sudden changes in patronage levels.

The following charts illustrate RTD ridership by type and destination:

Transportation

Daily boardings by service type

Date	Park/Ride	Express	Shuttles	Totals
28 July	29,964	2,286	27,691	59,941
29 July	11,063	7,792	17,964	36,819
30 July	10,555	6,135	13,282	29,972
31 July	9,262	6,381	15,843	31,486
1 August	3,617	5,264	6,866	15,747
2 August	9,530	5,102	11,576	26,208
3 August	37,364	10,884	46,595	94,843
4 August	38,394	9,373	6 1,088	108,855
5 August	39,107	10,513	53,376	102,996
6 August	42,242	9,839	49,129	101,210
7 August	1 1,939	5,477	13,218	30,634
8 August	40,843	10,989	49,506	101,338
9 August	36,760	9,375	39,086	85,22 1
10 August	40,827	11,835	58,235	110,897
11 August	47,520	13,355	71,579	132,454
12 August	29,051	2,711	29,484	61,246
Totals	438,038	127,311	564,518	1,129,867

SCRTD Olympic ridership by destination

Destinations	Boardings	Percent
Exposition Park	897,795	79.4
Dodger Stadium	9,394	.8
The Forum	16,290	1.5
Santa Anita	6,198	.6
Long Beach Convention Center	27,436	2.4
Rose Bowl	59,821	5.3
UCLA	59,968	5.3
Loyola Marymount	2,142	.2
Anaheim	51,373	4.5
Totals	1,130,417	100.0

35.07.3

Traffic in Los Angeles during the Games

Traffic on Los Angeles freeways was surprisingly light during the Olympic period. Traffic experts point to a number of small factors rather than one primary influence as the cause of less congestion. Each small factor combined to chip away at the relatively small excess of traffic that it takes to push a freeway system beyond capacity and into congestion.

The results during the period indicate a certain amount of flexibility in the freeway system that was previously unrecognized. Traffic planners relied on regular transportation system management techniques, but applied them more effectively than ever before, to combat one of the most potentially serious problems facing the Games. The various transit agencies coordinated their efforts closely for the first time and demonstrated that the region is not one car length away from hopeless congestion.

The extraordinarily light freeway traffic was caused not by a reduction in traffic

volume due to many people staying home watching television, forming carpools or riding Olympic shuttles, but by a shift in the apex and duration of the commuter traffic peaks. In fact, the 24-hour traffic volumes went from two percent to three percent below normal just before the Games to five percent above on the Friday before Closing Ceremonies.

The "flattening" of the rush-hour peaks was made possible by a combination of factors. Chief among those factors was a change in the work week schedules at many of the businesses in Los Angeles. Some companies started work earlier or later than usual or in a few cases shifted to a work week of four 10-hour days. These changes helped stretch the "rush hours" over longer periods and cut the number of cars on the roads at any one time. The result, combined with prudent scheduling of Olympic events, enabled the freeways to carry up to five percent more cars than usual, while at the same time slashing the volume of traffic traveling less than 35 miles per hour by 86 percent.

Another major contributing factor was a 14 percent reduction in truck traffic during the peak commuting periods. During the Games, trucking companies, with the consent of their customers, were able to make deliveries at night or early in the morning hours. This kept approximately 5,000 trucks or the equivalent of 25,000 private vehicles off the freeways during rush hours.

The following summarizes the alterations that took place in Los Angeles during the time of the Games which contributed to the free flow of traffic:

- Staggered hours; employers altered working hours by starting to work earlier or later in the day. Some businesses operated a four-day work week.
- Business traffic changes; truck shipments were shifted to off-hours and employers cut back on business-related trips such as sales calls and meetings. Companies rerouted business vehicles to avoid heavily congested areas.
- Special RTD bus service; 18 percent of Olympic spectators went to events by bus—far less than expected but a significant factor, nevertheless. Shuttles carrying people to the Coliseum area eased the congestion in the busiest area.
- Commuter traffic thinned by Games attendance; 65 percent of the Olympic tickets were sold to Southern Californians which helped smooth out rush hours. A large number of spectators were taken out of the early commuter flow and put into the later Games-bound traffic.
- More one-way streets; two major streets near the Coliseum area were made one-way which effectively added an additional freeway from the downtown area to the Coliseum. Left turn lanes were eliminated which made for less delay and fewer accidents.
- Expanded Police and Highway Patrol coverage; an additional 700 Highway Patrol officers were brought down from Northern California to supplement the 900 already here. More patrol cars, helicopters, and four trucks were brought in to speed the removal of stalled cars and clear up accidents.
- Ramp metering and ramp closures; 198 ramps on seven freeways were metered throughout the day rather than just during peak commute periods to minimize congestion from merging traffic. The Coliseum area was equipped with special freeway off-ramps and bus-only lanes which prevented buses from interfering with out-bound traffic.
- Reduced maintenance and changed signals; new construction and freeway maintenance was suspended during the Games to keep all lanes open. Some lanes were added to two freeways to reduce congestion when motorists slow near construction areas. Human spotters and electronic sensors near the Coliseum area enabled use of 120 remote controlled traffic signals to control the flow of traffic. Rather than restrict the flow, these signals allowed engineers to order a string of green lights to drain congested streets.

- Rerouted commuter traffic; commuting routes by motorists were changed to avoid the freeways during the Games.

- Factory closures; a small number of factories actually shut down operations during all or part of the entire 16-day Olympic period.

Transportation services for the public during the Olympic period were a complete success mainly because of the planning and cooperation among law enforcement and traffic management agencies. This sound working relationship enabled Olympic spectators to transport themselves or be transported safely, quickly and without undue delay to all events throughout Southern California.

35.08

Transportation management

35.08.1

Recruitment and training of staff

The human resources section of the Transportation Department was responsible for the recruitment, training, placement, orientation and training of almost 7,000 Games staff.

In late January 1984 a series of meetings was held to develop a staffing plan for each of the five operating divisions. These plans included both job categories and the estimated number of employees for each job category.

Even prior to these meetings, the department realized that many transportation job categories would require specialized expertise, including bus drivers, mechanics and dispatchers. For this reason, and because the central LAOOC recruiting process was somewhat overwhelmed, the department had already been investigating the use of a temporary employment agency to assist in the staffing efforts.

Discussions had been held with several companies, and by January 1984 it had become apparent that Thomas Temporaries of Irvine, California would be selected.

The role of Thomas Temporaries was limited to the recruitment of skilled transportation Games staff. Two other large groups, volunteer car/van drivers and unskilled transportation workers, were handled separately.

Recruitment

The recruitment efforts were divided into skilled transportation personnel, volunteer car/van drivers and unskilled transportation personnel. In each case, the four LAOOC Games staffing centers were the center of activity during Transportation Department recruitment.

Skilled transportation personnel

Thomas Temporaries interviewers were assigned to each center, and candidates were directed to the centers by Thomas Temporaries recruiters. In addition to placing interviewers at each staffing center, Thomas Temporaries traveled to school districts throughout the state in order to recruit skilled transportation personnel. School districts were identified early on as an obvious source of qualified personnel, since they run large bus systems during the school year and many employees are available during the summer.

In anticipation of attrition both prior to and during the Games, Thomas Temporaries had been asked to recruit at least 25 percent over the projected requirement for each position, except bus drivers where the target was 33 percent above projections.

Early estimates of employees needed were regularly refined, so that the target changed over time. In virtually every case, the early estimates were lowered as needs were better defined over time.

Thomas Temporaries was responsible for reporting weekly on its recruitment and screening process. The following reflects the number of employees to be recruited by Thomas Temporaries and includes the additional overage for attrition:

Thomas Temporaries Projected number of employees

Job title	Number needed
Mechanic	159
Parts Clerk	36
Shop Supervisor	36
Truck Mechanic	7
Auto Mechanic	40
Fluid Checker	40
Fueler	51
Mechanic's Helper	65
Motorcycle Mechanic	11
Field Coordinator	69
Personnel Supervisor	105
Safety Coordinator	39
Baggage Handler	36
Cleaner/Helper	61
Traffic Attendant	211
Assistant Dispatcher	152
Staff Check-In	11
Staging Coordinator	12
Village Gatekeeper	12
Yard Gatekeeper	44
Communications Coord.	70
Scheduler	27
Truck Driver	0
Bus Driver	2,653
Other Bus Driver	147
Bookkeeper	21

Clerical	32
Data Entry Clerk	78
Office Administrator	12
Secretary	98
Asst. Yard Dispatcher	194
Customer Service Rep.	104
Information Agent	63
Pedestrian Control	20
Loader/Dispatcher	732
Loading Coordinator	122
Total	5,570

On 9 July, Thomas Temporaries began tracking attrition. By the end of the Games, only 120 employees had not fulfilled their commitment due to either resignations or terminations. However, the Transportation Department created a total of 185 new positions during this period. From 9 July to 12 August, a total of 305 individuals were placed from the pool created to handle attrition.

Volunteer car/van drivers

Recruitment of volunteer car/van drivers took many different forms. Since the staffing centers were a focal point for the local public seeking Games positions, the department solicited the support of the staffing centers in filling LAOOC volunteer car/van driver positions. A concerted effort was made to inform staffing center interviewers of the unique characteristics of this position. These individuals were responsible for transporting IOC dignitaries, IF officials and NOC representatives to sites all over Southern California. However, the drivers were usually not accredited to enter the venues and, consequently, had to wait for their passengers. Although most transportation positions were paid, these were not, since it was felt that the close contact with Olympic officials would be quite motivational. Through many speaking engagements, on-site training sessions, mailers, desk-top job aids and meetings with staffing center managers, the necessary information was disseminated.

Much coordination took place with the Volunteer Services, Language Services and host/hostess departments concerning available applicants.

Letters were sent to volunteer drivers who participated in the LA83 events. Emphasis was placed on language qualified individuals, where possible.

The total number of drivers who actually worked during the Games was approximately 1,250. Attrition was light and the drivers worked well as a group.

Unskilled transportation personnel

The department relied exclusively on the staffing centers to fill these positions, utilizing applicants from the general pool. Approximately 1,200 staffers were hired to fill such positions as baggage handlers, cleaner/helpers and parking lot attendants.

In retrospect, the department began its recruitment and selection effort far too late, which resulted in enormous pressure as the Games approached. It is recommended to future organizers that recruitment and selection efforts begin at least nine months prior to the start of operations.

Orientation and training

A series of general orientation sessions were planned in order to acquaint all transportation personnel with the department and its various rules and procedures. An equally important goal was to instill enthusiasm and excitement as each staff person prepared to "play a part in history." Each division head conducted his or her own orientation session.

LAOOC management elected to make attendance at the various orientation sessions voluntary rather than mandatory, in order that the department would not be required to pay staff for their time at the sessions. Therefore, the timing and invitation process was critical. Each operating division scheduled orientations on the weekends in order to attract as many people as possible. A standard letter was sent out via computer to all Games staff. The staffing centers also distributed orientation schedules to those newly hired. Because the hiring process was ongoing up to and through the orientation dates, notification was augmented by Thomas Temporaries during placement. Finally, during the week prior to each session, management telephoned all participants at night and used a scripted message to encourage attendance. The notification process was extremely successful, since it resulted in a 75 percent attendance factor.

Handling disciplinary actions and terminations

During the Games, a great deal of time was spent assisting the various field locations in documenting disciplinary actions and processing terminations. Thomas Temporaries was kept informed of all resignations and terminations so that replacements could be secured, if needed. As a rule, termination reports were submitted over the Electronic Messaging System, and payroll was informed of all the information needed to remove someone from the system. Records were kept which detailed each employee's name, social security number, final hours, address, last day worked, and reason for termination.

35.08.2

Traffic Coordination Center

Early in the transportation planning effort, it became clear to the LAOOC and the various public agencies involved that a single, central source of information about local traffic conditions would greatly facilitate LAOOC traffic operations and public traffic management during the Games. The California Department of Transportation (Caltrans) has an ongoing operation in downtown Los Angeles which is the focal point for traffic information and control for the greater Los Angeles freeway system. It was the logical site for the central Games facility, which came to be known as the Traffic Coordination Center, or TCC.

In addition to Caltrans, the Los Angeles Department of Transportation, the Los Angeles Police Department-Traffic Division, the California Highway Patrol, the Southern California Rapid Transit District and the LAOOC were represented at the TCC. During the Games, local traffic information was fed into the TCC by various sources, including each agency's radio system, telephones, television monitors on freeways, public television and radio, helicopter observation, and reports from spotters placed on buildings overlooking important points.

The LAOOC representative at the TCC monitored all incoming information and joined discussions regarding alternative responses to various traffic incident reports-responses which varied from no action to emergency action. As the condition and response became clear, the staff member kept appropriate LAOOC transportation centers informed. Direct telephone lines were installed between the TCC and the various transportation centers to speed these calls.

The role of the LAOOC representative was not to tell transportation centers what to do-that was for the respective managers to decide. Rather, the staff member's job was to pass on clear, concise reports and to provide regular and reliable updates.

Though background traffic was surprisingly light during the Games, the freeways did experience their normal complement of accidents and breakdowns. Timely and accurate information from the TCC about these incidents proved extremely helpful in rerouting vehicles as necessary and maintaining the timeliness of the various transportation programs.

35.08.3

Transportation operations center

Just as the need was recognized for a central repository of traffic information, the LAOOC also recognized the need for a central transportation command office during the Games. In establishing such a facility, which was called the Transportation Operations Center, or "Trans Ops," all LAOOC departments and venues were informed that a single phone call would reach the Transportation Department command structure for immediate action. Trans Ops was located at the Marina Center in the same room as the LAOOC Operations Center.

The long operational period—9 July through 15 August—necessitated the establishment of a duty roster of senior transportation managers to staff Trans Ops 18 hours a day. The duty roster also included a staff person to help answer telephones, page the managers and run miscellaneous errands. Demand for this function became so great during the Games that a second individual was scheduled for much of the day.

Any significant incident which came to Trans Ops during the day was handled by the duty officer, who contacted senior Transportation Department and LAOOC officers as necessary to report and/or resolve the incident. Incidents affecting departments other than Transportation were immediately reported to the Operations Center.

The operation of Trans Ops was a success in that incidents were handled quickly and efficiently by the duty officers. It proved to be a very wise idea to locate Trans Ops with the Operations Center, as communication with other LAOOC departments was virtually instantaneous. Staffing Trans Ops only 18 hours per day was never a problem since Operations Center personnel covered the 0000–0600 hours period.

35.09

Summary

The effort necessary to plan, organize and implement transportation services for the 1984 Olympic Games presented a tremendous challenge to the LAOOC. The responsibility encompassed transporting athletes, coaches, media, officials and various Olympic dignitaries to venues and coordination with public agencies regarding spectators. The department successfully met all of its goals and the diverse needs of the various groups through tremendous cooperation between its five operating divisions as summarized here:

Athlete transportation

The athlete transportation service for the 1984 Olympic Games was a huge success. Buses ran on time and athletes did not miss competition due to transportation problems.

The department was successful in realizing its original goal of operating an efficient system which met the needs of the athletes but did not result in excessively underutilized buses. The actual cost of the entire system was less than projected. More important, however, was the substantial positive feedback received from athletes and coaches who used the bus system.

Fleet system

The utilization of motorpool vehicles was well planned and managed. It is recommended, though, that on-site operations for all motorpools begin at least seven days in advance of actual operations. This lead time will ensure proper training and familiarization with all vehicles. The morale of the volunteer driver was difficult to maintain throughout the Games. Some delegations befriended their drivers while others treated them poorly, and access rules to venues for the drivers was not clearly defined. It is recommended, therefore, that if volunteer drivers are used, the venue and village access rules must be understood by all parties to avoid disappointed staff.

The inventory control aspect of the fleet system functioned well, but due to the eventual size of the operation had a difficult time keeping up to date with all of the vehicle transfers. Far too many vehicles were assigned to departments or venues, in general, rather than to an individual in particular. As a result, no one person felt accountable for the vehicle and recovery was made more difficult. Many vehicles were also returned with low mileage which indicated underutilization. Improved management of the vehicles probably could have reduced the total numbers of vehicles ordered.

The use of motorcycles and all-terrain vehicles (ATVs) in the vast majority of cases was ill-advised. The vehicles rarely had any functional application, and in almost every case where there was a legitimate use, the vehicles could have been replaced with a small pick-up or sedan.

Press transportation

The press transportation system provided dependable, on-time transport for members of the media between press hotels, the Main Press Center and all venues. The service was almost flawless from the user's standpoint. However, journalists would have preferred more information about the system in the months preceding the Games. This information would have allowed better planning by visiting journalists, and in many cases, media would not have rented vehicles. Los Angeles was fortunate to have mild weather during the Games, so the fact that transport was provided in non-air-conditioned buses was never an issue.

The press system effectively accomplished its goal of providing convenient transport for the media while also keeping a majority of press related vehicles off the road. The system alleviated the need for media to navigate throughout Southern California to find the spread-out venues while it also reduced the required parking spaces at each site.

Venue management

The venue management aspect of the total transportation effort was substantially advanced in the design phase of each venue.

At each venue, parking demand and vehicle flow was forecast through the venue development process. At each site, it was up to the transportation manager to hire and train the staff to implement the plans. In most cases parking demand was correctly estimated although some sites were stretched to capacity on the last days of competition.

Venue management also had the responsibility of implementing the parking pass system. The universal system used for all venues and villages proved effective and efficient.

Special services

The special services section of the Transportation Department became the "catch-all" for any requirement that did not fall under the athlete, media or fleet transportation systems. Operating a fleet of 80 buses and an equal number of daily rental buses operated by contractors, the system primarily was utilized for large group moves of Opening and Closing Ceremonies performers, Olympic Arts Festival performers, and VIPs to special functions.

Although any venue had the right to call upon special services, most did so without regard for cost. It might have been more cost-efficient if department and venue managers were given the authority to call upon outside bus companies for special needs.

Although special services was given the least amount of resources within the Department, it was able to provide good service to all villages and venues.

Public transportation

Interagency coordination was a major contributing factor in the success of the transportation services for the public during the Games. An Advisory Group on Olympic Transportation was formed to develop public transportation plans for each venue based on venue parking capacities and the timing of events. The Rapid Transit District's spectator bus operation was an overwhelming success. The service accommodated over one million spectators safely, quickly and without delay. The service contributed to the moderate traffic levels on local freeways during the Games. Traffic in Southern California was abnormally light due to the effective planning and implementation between local traffic management and law enforcement agencies which added to the success of all aspects of Games transportation.

There were many other factors as well that contributed to the free flow of traffic. Local businesses staggered their work hours and rerouted business traffic. Some businesses closed down altogether, and others encouraged carpooling. Local freeway on-ramps were monitored, other ramps were closed and some streets were converted to one-way only. The CHP and LAPD increased personnel and vehicles and routine maintenance was suspended on the freeways. The result of these factors produced a flattening of the rush-hour peaks in traffic and resulted in remarkably little traffic congestion.

Conclusion

The transportation program for the 1984 Olympic Games, like the Games themselves, was successful beyond anyone's greatest expectations. The department had its share of operating problems though, including breakdowns, late trips and minor accidents. However, sufficient extra time was built into the schedules, and back-up systems worked effectively enough so that not a single problem had a major adverse impact on a user or the Games.

Local transportation planners will view the 1984 Games as an example of what can be achieved with good planning, effective communication and outstanding public cooperation.

36

Uniforms

36.01 Concept and goals

The uniform program provided for the integrated appearance of all LAOOC staff during the Games. The distinctive uniforms identified Olympic Committee staff to guests, visitors and a worldwide television audience. The uniforms were compatible with and complementary to the overall Look of the Games of the XXIIIrd Olympiad. Since the competition received a considerable amount of television and photographic coverage, the appearance and colors of the uniforms "on camera" were of foremost concern. Uniform color and design were also an integral part of the security program.

The uniform program was designed to provide a distinctive and consistent visual identity to various management and staff functions. To this end, both colors and clothing styles were selected on the basis of practicality in the various work situations.

The ultimate goal of the program was to provide a uniform to every paid and volunteer staff member associated with the LAOOC. The uniform program was directed at enhancing the festive spirit and Look which was the essence of the Los Angeles Olympics.

36.02 Development of the uniform program

The provision of uniforms for the staff of the Games was envisioned in the earliest planning stages. Levi Strauss & Company (Levi's) was one of the first corporate sponsors of the LAOOC and began work on clothing designs and fabric colors that would be compatible with the Festive Federalism Look of the villages and venues. Their assignment, in 1982, was to design uniforms for the XXIIIrd Olympiad which would be on the leading edge of fashion in 1984.

The LAOOC's agreement with Levi Strauss & Company required Levi's to produce uniform designs which could then be presented for discussion with the Organizing Committee. Levi's began this process in 1982, after receiving information from the LAOOC on the different types of uniforms necessary according to the various levels of authority and visibility desired.

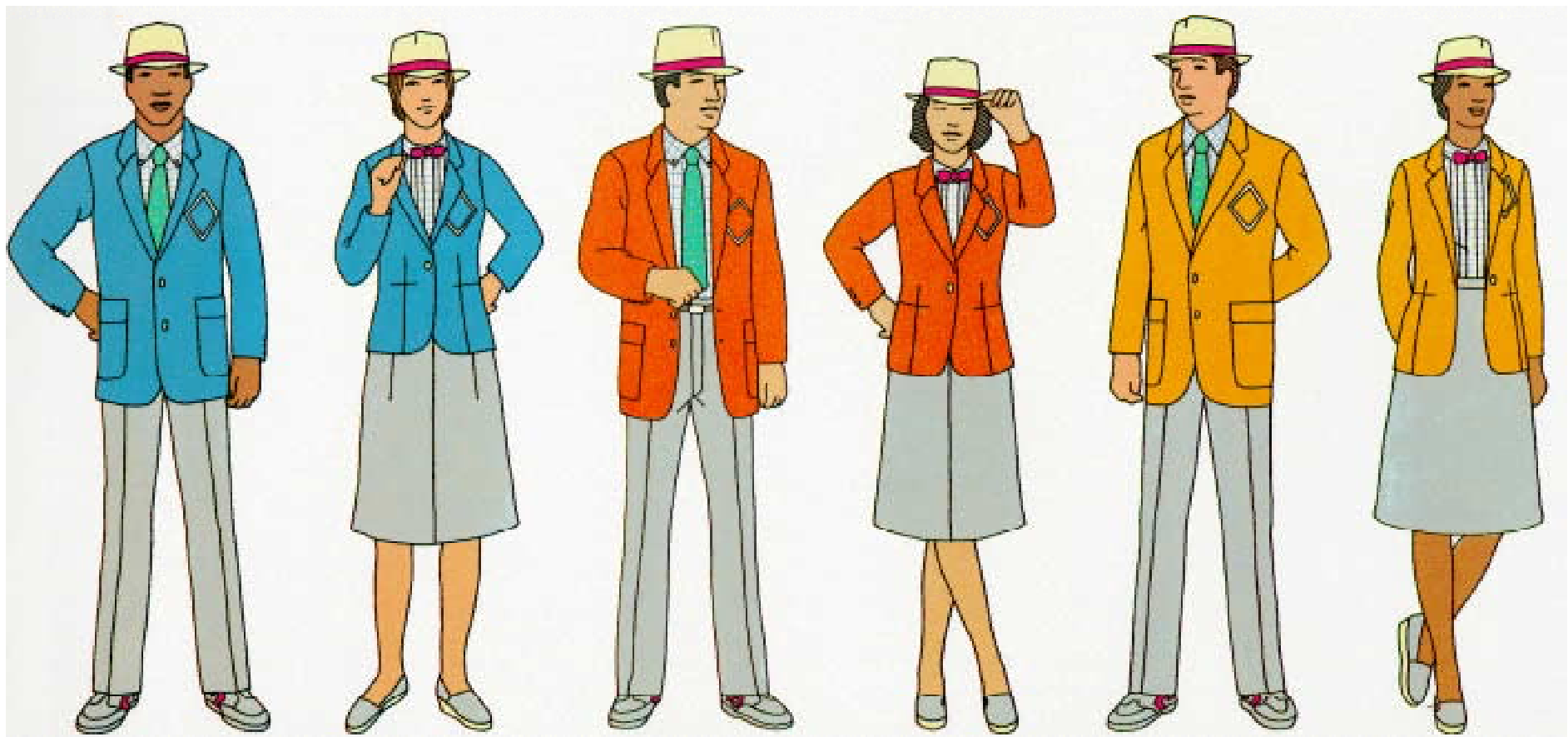
The initial design program developed by Levi's reflected the design of its own product line, which was important for manufacturing purposes, since Levi's wanted to produce the uniforms itself. The designs submitted showed substantial departures from Levi's regular commercial products, however, and indicated a flexibility in manufacturing which proved beneficial in the incorporation of the Festive Federal color scheme. The overall

program emphasized a vibrant, youthful look which was naturally applicable to sports and sporting events. In mid-1982, Levi's previewed an overall color scheme, which was approved at the time, but was prior to the development of the Games color palette. The LAOOC had specified 34 different kinds of uniforms, and the color scheme submitted by Levi's accounted for various combinations of those colors for the required number of styles. The differences between the 34 uniform styles were confusing, however, and the distinctions between color diminished because of the multitude of combinations. Levi's also submitted a written description of the garments to be used for each group.

Later in the same year, Levi's refined its concepts and produced a series of drawings in a presentation of the different types of uniforms planned, using the colors previously approved. The drawings displayed what was basically a red, white and blue color scheme that stood out more sharply in the drawings than in the previous descriptive material and proposed color swatches. Moreover, the drawings showed a series of designs which were felt to be too informal for the nature of work being done by the personnel who would be wearing the

uniforms. While the LAOOC board of directors and some senior management were envisioned to be in blazers and slacks, many of the operating managers at the sites were conceptualized in open-necked sport shirts, and most other personnel were to wear combinations of T-shirts and pants made out of blue jeans-type fabrics. Otherwise, the styles were attractive in their use of color and avoided an "off-the-rack" appearance-an important factor since a uniform was one of the few perquisites available to the mass of personnel who would be involved with the operation of the Games.

The Levi's-originated garment styles proved fully satisfactory, and the only real changes were made in the application of color. The reduction of uniform styles was absolutely necessary, since the manufacturing specifications according to style and number had to be submitted in June of 1983, when fabric was ordered. This date was well before the Organizing Committee had developed hard data regarding the number of personnel to be used in each of the various positions during the operational phase. By reducing the number of styles to 11, a reasonably accurate fabric order was made. The final assignment of styles to levels of personnel was made in April 1983, with the exception of uniforms for security personnel and those involved in Games ceremonies. The style and the number of uniform elements assigned to each person was



LAOOC staff management

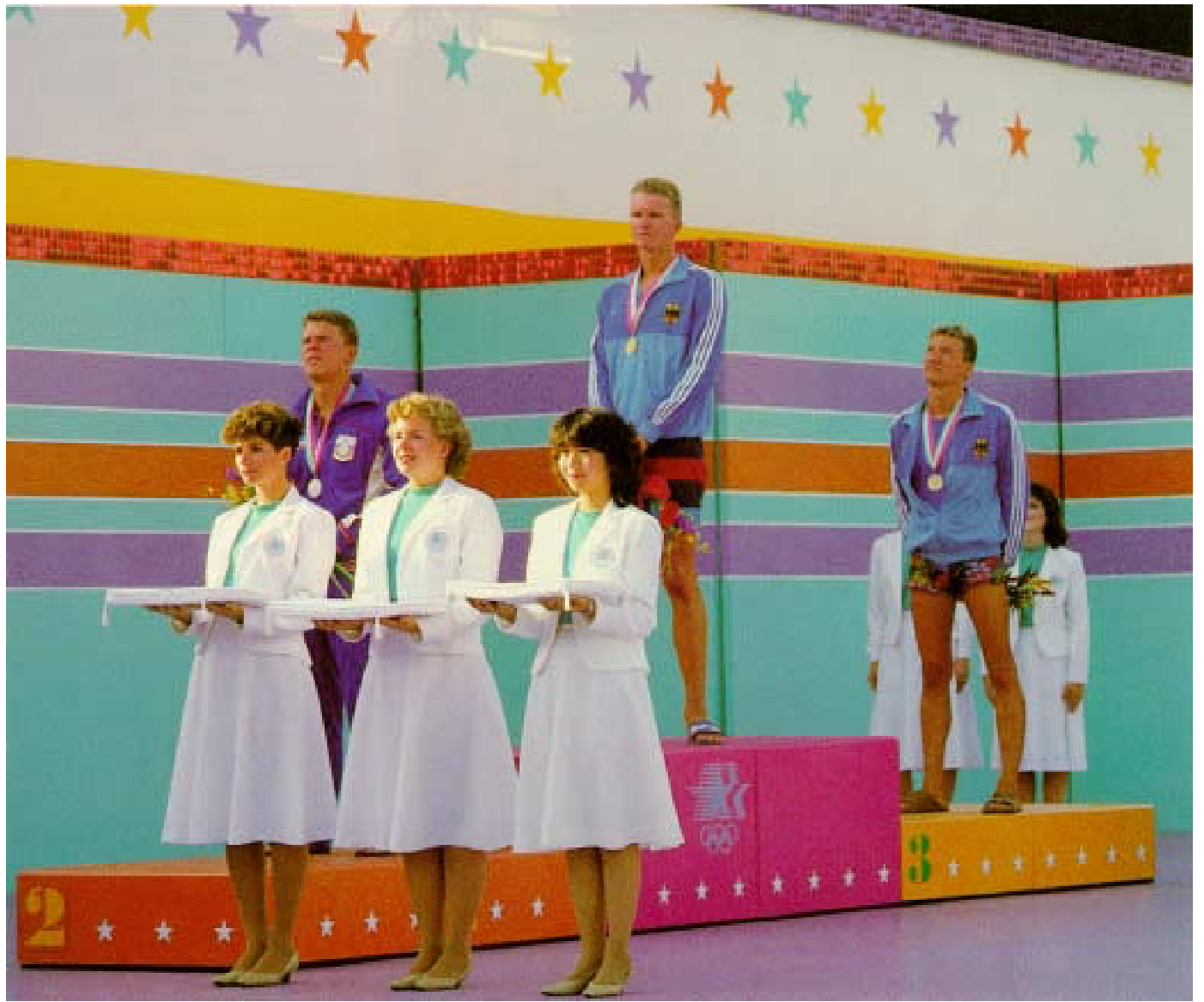
International Federation
judges and officials



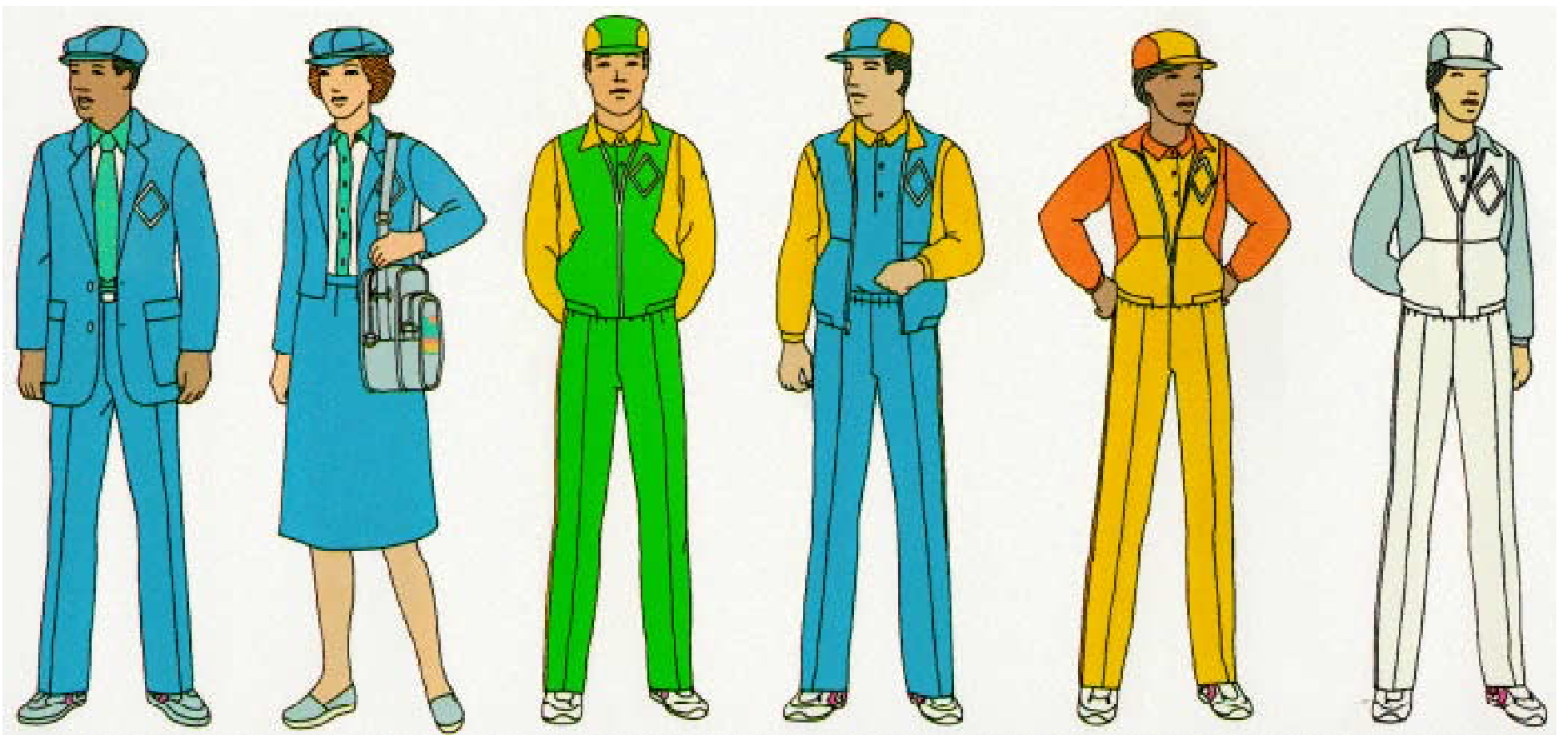
1

1 Service personnel were issued a uniform in one of several color combinations that featured a short-sleeved knit pullover shirt with snap closures and lightweight sport pants.

2 Awards personnel uniforms were specially developed.



2



Hosts

Hostesses

Service personnel/
out of public view

Service personnel/in public view
but off the field of play

Service personnel/
on the field of play

Service personnel/
medical staff



determined by the number of days and hours per day the individual would be required to wear them. Levi's determined the distribution of sizes based on industry sales history.

36.03
Uniform styles

36.03.1
Uniform styles for general use

The actual uniform components consisted of six major groups over the 11 different styles agreed upon by the LAOOC and Levi's. These groups had individual variations in color and style which made them distinct for certain purposes, but not dramatically different than other uniforms of the same group.

The six major groupings included:

- Management-blue blazers and gray pants
- Host/Hostess-blue blazers and blue pants
- Service personnel-
 - Out of public view; green with gold shirts and green pants
 - Off the field of play; blue with gold shirts and blue pants
 - On the field of play; orange with gold shirts and gold pants
 - Medical personnel; white with gray shirts and white pants

3 LAOOC management personnel wore a traditional powder blue blazer with a short-sleeved white dress shirt (men) or blouse (women) accented by grey slacks (men) or skirt (women).

- Support personnel—
 - Out of public view; white shirt with green trim and green pants
 - Off the field of play; white shirt with gold trim and gold pants
 - On the field of play; white shirt with orange trim and orange pants
- Novelty sales personnel-white shirt with magenta trim and aprons
- Food sales personnel-magenta smock and cap

Specific characteristics of the uniform types and distribution were as follows:

Management personnel

Management personnel wore a traditional blazer in powder blue, gold or orange that was provided along with a short-sleeved white dress shirt (men) or blouse (women) and gray slacks (men) or skirt (women). The blazers were tailored and fully lined and were center vented; blazers were made of 100 percent square-weave polyester. Blazers also featured patch pockets with covering flap and had brass buttons bearing the *Star in Motion*. An identifying patch with the *Star in Motion* was sewn onto the left chest.

The slacks or skirts were also of 100 percent polyester and used a square-weave design. The shirts and blouses were made of 65 percent polyester and 35 percent cotton and were short sleeved and three-quarter sleeved, respectively. They had a button-down front and collar and the white body color was overlaid with a thin-lined, multicolor tattersall pattern.

3



Support personnel/
out of public view

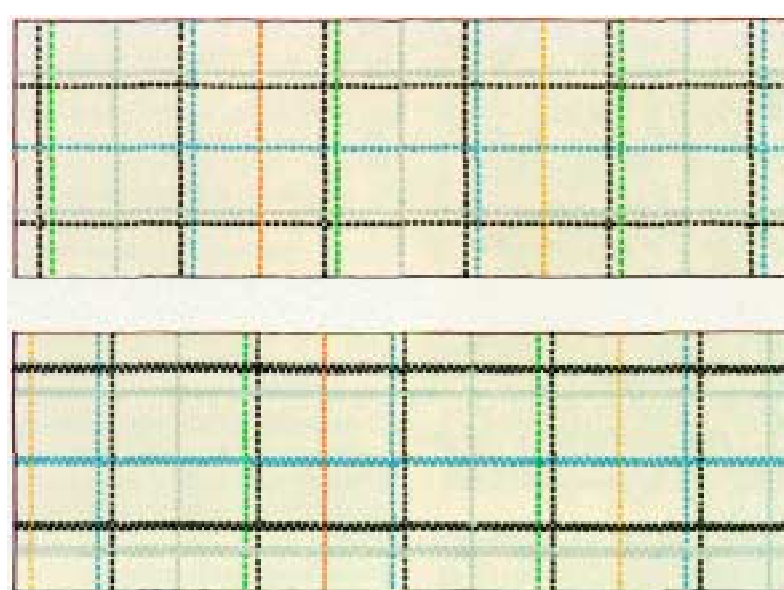
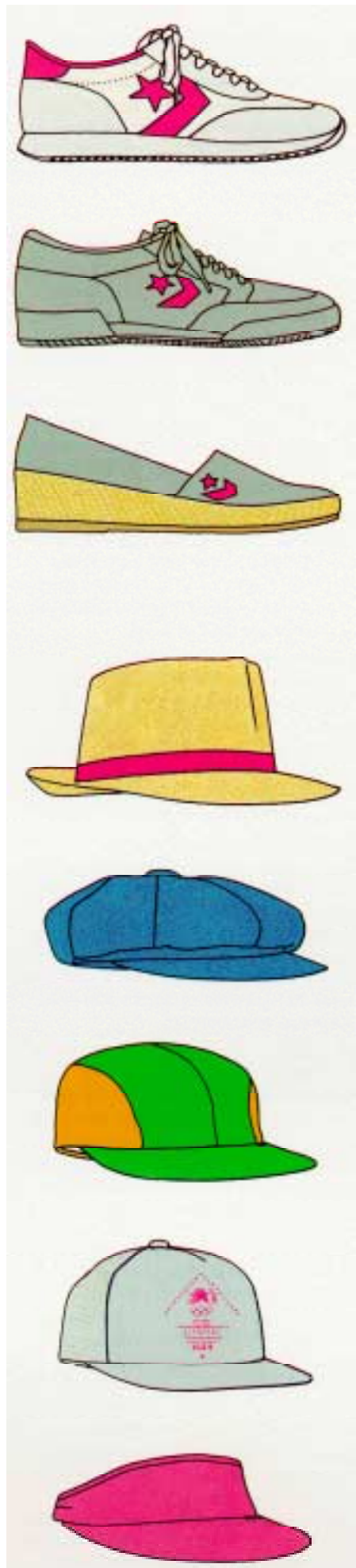
Support personnel/in public view
but off the field of play

Support personnel/
on the field of play

Novelty concessions
personnel

Food service
personnel

Laborers





4



5

4 The two-toned service uniform came in combinations of green with gold, blue with gold, orange with gold and white with gray.

5 The uniforms for support personnel came in three color combinations and included a lightweight windbreaker-type jacket, crew-neck shirt, denim pants, a cap and a pair of shoes.

Neckties for men were mainly aqua in color, but also featured small, decorative shapes in keeping with the festive federal design. Women were issued single-color magenta bow ties. Management uniform hats were straw-like in appearance and color with a narrow Panama-type brim and three-quarter-inch wide magenta hatband. Shoes for men were gray and made of leather and were laced in a pattern similar to most popular athletic shoes. Women were issued gray slip-on espadrilles.

The standard uniform kit for management included two blazers, three shirts or blouses, two skirts or pairs of slacks, two ties, one hat and one pair of shoes.

Host/Hostess personnel

Host/Hostess personnel wore a uniform that was a variation of management's. Blue blazers were issued for both men and women, but with powder blue slacks or skirts and a solid white shirt or blouse with aqua-colored front pocket and epaulets. Men only were issued ties, and both men and women were issued management-style shoes. Hats were blue, billed, round sport caps with front snap for the bill. Hostesses were issued a two-compartment carrying bag, which was gray in color.

Standard issue included two blazers, three shirts or blouses, two skirts or pairs of slacks, two ties for men, one bag for women, one hat and one pair of shoes.

Service personnel

Service personnel wore the third uniform type. These uniforms were issued in several different color combinations that denoted specific departments. These uniforms were unisex in style and included a short-sleeved knit pullover shirt with snap closures, lightweight sport pants with elastic waistbands and lightweight windbreaker-style jackets. All of these garments were made of 65 percent polyester and 35 percent cotton. The shirts were imprinted with the Games logo on the left chest while the jackets included a similarly-styled patch sewn onto the left front. Caps were included and were two-toned in color and featured a short bill.

These uniforms came in combinations of colors which featured a dominant color for the jacket, pants and the body of the shirt. A secondary color was added to the side of the shirt and used as trim on the jacket and pants. There were four color combinations: green with gold (service personnel in non-competition or non-spectator areas), blue with gold (in-stadium personnel such as ushers), orange with gold (personnel stationed on the field of

play) and white with gray (medical personnel). Standard service uniform issue included one jacket, three shirts, two pairs of pants, one cap and one pair of shoes. Shoes were a standard athletic-shoe design, using a padded canvas material and were white in color with magenta trim.

Support personnel

Support personnel uniforms were issued in three different color combinations and included one lightweight windbreaker-type jacket, three crew-neck shirts in white with contrasting color bars on the shoulders, two pairs of pants made of denim material in appropriate solid colors, a cap, and one pair of service-personnel-type shoes. The color of the jacket complemented the contrasting color of the shirts and the solid-colored pants.

Color combinations included green with white shirts (support personnel out of public view), gold with white shirts (in public view, but off the field of play) and orange with white shirts (on or around the field of play).

Novelty sales personnel

Novelty and souvenir concession personnel were issued white crew-neck shirts with magenta trim and aprons with tie-strings and visors. The aprons were magenta in color. Standard issue included two shirts, two aprons and one visor.

Food sales personnel

Food concession personnel were issued magenta-colored smocks which tied in the back. The smocks were made of 65 percent polyester and 35 percent cotton and had a logo patch sewn onto the left chest area. Standard issue included two smocks and one magenta-colored cap.

36.03.2

Uniforms developed for specific requirements and uses

The six groupings and 11 styles used for most of the uniformed personnel at the Games did not cover all situations. In a number of instances, additional styles were developed or special uniform pieces had to be obtained to meet various requirements. Most prominent were the special uniforms noted above for LAOOC security personnel and personnel involved in the Opening Ceremonies, Closing Ceremonies, and the award presentation ceremonies. In addition, a large number of uniforms had to be specially prepared for officials.

Sports officials of the International Federations (IF) required uniforms for their roles as competition management. In order to maintain the consistency of the Look on all persons and things in public view, the LAOOC wanted to uniform all IF officials who were visible inside the stadiums and on the fields of play. In the past, officials have worn management-style outfits, such as blazers. The LAOOC determined that this was appropriate

for competition judges, managers, officials, starters and the like. Although federation officials had traditionally been outfitted in red jackets at prior Games, the LAOOC management-style uniforms featured orange blazers in keeping with the field-of-play color scheme. Federation officials, who were not present on the field of play itself, wore yellow-gold blazers to maintain the color pattern for in-stadium personnel outside of the field areas. The ordering of these uniforms (fabric was ordered in June 1983) was complicated by the fact that few IFs actually knew the number of officials who would be assigned to the Games and even fewer federations could give any breakdown as to sizing requirements or the ratio of male to female personnel. Nonetheless, ordering, which was based on data from past Games and some educated guessing, was successful as serious shortages did not develop. There was some confusion over those officials who were not nominated by the International Federation of a particular sport but were added as supplementary officials by the USA national governing body. Some of these officials who filled federation-mandated posts were uniformed at the direction of the IF concerned. Others were not uniformed at all. Future organizers had better determine beforehand which officials are to wear uniforms and which are not.

International Federation regulations dictated the special uniform requirements for certain officials. Although usually quite simple, these requirements had to be planned for, since they could not be met by using garments from the 11 uniform styles used for staff or those used for IF competition management. For example, on-court officials in several of the team sports required black-and-white striped shirts. Ballboys and ballgirls at the tennis venue wore appropriate sportswear, including shorts. Deckside officials for swimming and water polo were uniformed in all white. Limited quantities of these types of garments were needed and Levi's was often able to supply such items out of its normal lines of clothing. In some cases, ready-made garments which met the appropriate specifications were simply purchased from another source (referee's shirts), or were created by altering existing uniform garments (cutting off pairs of slacks and hemming them to make shorts). It is important to get these special uniform requirements early to ensure that they are procured in time for the Games.

Continuous revisions were made to the uniform program until early 1983. Program revisions involved coordination among LAOOC designers developing the Look, a Los Angeles-based clothing designer and Levi's. During this time, colors were modified to coordinate with the Look, uniform categories were reduced from 34 to 11 and a more formal appearance using the Levi-originated "blazer" look, was designed for all classes of management.

The design of the uniforms for the private security officers was done by the LAOOC vice president for security. The purpose of the design was to present LAOOC security with a distinctive and identifiable look that was non-threatening yet authoritative. The khaki outfit with blue belt and blue beret served that purpose.

The outfits for the performers involved in Opening and Closing Ceremonies were unique to fit their specialized needs. Considerable latitude was given to the Ceremonies staff in the selection of costumes. Levi's created special designs for some of the larger groups, such as the choir, but in a number of cases, the uniforms were custom-designed and produced in small quantities by wardrobe manufacturers in Los Angeles.

Shoes, provided by Converse, were designed after final uniform approvals had been given. They were intended to coordinate with the various uniform styles and be comfortable. The shoes for management staff were as formal

as possible, while the balance of the employees were outfitted in more casual recreational shoes. All designs were specially made by Converse for the LAOOC. A total of 60,000 pairs of shoes were finally provided for use during the Games.

36.04 Manufacture of the uniforms

The manufacturing of the uniforms for the Games of the XXIIIrd Olympiad was by Levi Strauss & Company at its own facilities. Wherever possible, uniform components were produced in facilities which were designed for that type of production. The blazers, for example, were made in garment plants which normally produce coats for Levi's, thereby minimizing any investment by Levi's in additional production facilities. Levi's facilities offered a practical solution to security needs in as much as the garment industry is normally quite security conscious about its own designs. The same care was taken with the uniforms produced for the LAOOC.

Production began during the summer of 1983 and continued through April 1984. A large warehouse in the southwest United States was used for uniform storage until May 1984 when shipment to Los Angeles began.

36.05 Uniform Distribution Center

The Uniform Distribution Center (UDC) was a large warehouse near the main headquarters of the LAOOC. The UDC was managed by LAOOC staff personnel and operated by employees of Levi's.

The UDC distributed approximately one-half of the uniforms worn by staff during the Games. Satellite centers were established to handle the uniform requirements of personnel at the University of Southern California, Santa Barbara/Lake Casitas, Harvard, Annapolis and Stanford. In addition, bulk distribution of uniforms was provided for marathon course marshals, parking lot attendants, security staff, food and novelty concession workers, village food service workers, housekeepers and other third-party contractors. This was accomplished at locations close to or at the work sites.

Uniform distribution began on 17 June and continued through 12 August when all operations closed down. Remaining stock was moved to the main distribution center by 15 August. The LAOOC purchased all remaining uniform inventory as well as excess inventory produced by Levi Strauss & Company.

36.05.1 Facility requirements

A considerable effort was made to find an appropriate site for the distribution of uniforms. The LAOOC sought a site with 70,000–100,000 square feet of

flat, warehouse space which had little or at least flexible partitioning inside, so that a plan for the most convenient processing flow could be designed without difficulty due to the physical configuration of the space available. It was also important to find a location which was relatively central to the venues and, thus, the Games Staff. The LAOOC felt it was important to find a distribution point in an attractive, non-industrial area since the acquisition of uniforms was one of the initial Olympic experiences encountered by the Games staff, and a pleasant surrounding would make a far better impression on the permanent employees and volunteers than a barren industrial site. Air-conditioning was also an important factor since many warehouse facilities in the area were not so equipped. A suitable site was found in late 1983, well in advance of the necessary time for designing an interior plan and accepting the manufactured uniform inventory.

The main Uniform Distribution Center (UDC) was located in a warehouse at 5353 Grosvenor Boulevard, Los Angeles, about two miles from the LAOOC headquarters. It contained approximately 70,000 square feet of open space partitioned for various



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6 The host/hostess uniform was a variation of the management outfit.

7 LAOOC President Peter V. Ueberroth (far left) and (from left) UCLA Village Mayor Jim Easton and Los Angeles Mayor Tom Bradley were surrounded by LAOOC staff and volunteers in their new uniforms as the UCLA Village was officially opened on 14 July 1984.



7

Uniforms



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8 The novelty and souvenir concession uniforms were distinguished by magenta aprons and trim.

9 Support personnel at the USC Village entry wore white shirts with green trim and green pants.

10 Food concession personnel were issued magenta-colored smocks that tied in the back.



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uses and was available between 1 May and 31 August. Security and fire protection systems were operational 24 hours a day during the LAOOC's occupancy.

A total of 29,907 individuals were issued uniforms at the UDC between 17 June and 7 August. The uniforming of staff for the remote venues in Santa Barbara, Palo Alto, Cambridge and Annapolis was accomplished at separate distribution centers, each of which required one LAOOC uniform coordinator and one member of the Levi Strauss & Co. management team to oversee operations.

LAOOC management at the three remote football locations, Stanford, Harvard and Annapolis, took special care to inform their staff of the dates and times of uniform distribution. As a result, approximately 85 percent of the staff was accommodated at each of these sites for first requests; 75 percent of the exchanges were handled during the first uniform distribution period. The Santa Barbara area staff encountered scheduling difficulties because a lack of communication created lengthy delays. Only 45 percent of the staff at Santa Barbara were given uniforms during the first distribution period; an additional 40 percent completed the process during the second distribution period. By the conclusion of the second distribution, 75 percent of all the exchanges had been accomplished.

The total number of staff given uniforms at each remote site was as follows:

Location	Staff uniformed
Stanford	750
Harvard	650
Annapolis	650
Santa Barbara	1,500

A minimum of 4,000 square feet of warehouse space and two dressing areas of 300–400 square feet each were required in each remote uniform distribution center. Staff scheduling was based upon a processing rate of 50 persons per hour. Four hours of each distribution period were allotted to uniform changes.

36.05.2 Loading of the inventory

The shipment of uniforms for the Games of the XXIIIrd Olympiad was scheduled to arrive in Los Angeles in May and June. The actual loading of uniforms into the UDC took place during the second week of June 1984. The inventory accepted by the LAOOC was as follows:

Category	Quantity (each)
Men's management blazers	7,202
Women's management blazers	1,218
Host blazers	694
Hostess blazers	12,824
Men's management slacks	7,202
Women's management skirts	1,218
Host slacks	694
Hostess skirts	2,824
Men's management shirts	11,593
Women's management blouses	1,937
Host shirts	1,119
Hostess blouses	4,476
Men's management ties	8,731
Women's management ties	1,528
Management hats	3,760
Host/Hostess hats	2,065
Host belts	387
Hostess bags	1,652
Men's service jackets	12,198
Women's service jackets	8,134
Men's service shirts	50,907
Women's service shirts	33,943
Service pants	44,756
Service hats	21,928
Men's support windbreakers	7,470
Women's support windbreakers	4,976
Men's support shirts	25,053
Women's support shirts	16,701
Men's support pants	12,262
Women's support pants	8,174
Support staff belts	20,196
Support hats	10,218
Concession aprons	23,732
Concession hats	11,866
Men's novelty shirts	1,260
Women's novelty shirts	840
Novelty aprons	2,100
Novelty visors	1,200
Shoes (pairs)	60,000

Loading for uniform distribution at the four remote sites was accomplished according to the following schedule:

- 1 May; detailed schedules and operating plans were sent to the four remote distribution sites from the LAOOC uniform distribution manager. Included were sizing forms which were to be completed by each staff member to be given a uniform.
- 21 May; remote distribution site locations had been determined based upon the operating plans from the LAOOC headquarters.

- 1 June; completed sizing forms along with three sets of name labels were returned for each person to be given a uniform. These were arranged in alphabetical order. Maps identifying the location of the distribution centers were included in the uniform vouchers mailed to each employee or volunteer.
- 8 June; the uniform distribution manager at the LAOOC headquarters sent the individual uniform vouchers by courier to each remote site for local mailing. The voucher served as the entry permit and listed the date, time and location for each staff member to report for fitting. Scheduling was done so that groups arrived at fifteen minute intervals.
- 12 June; vouchers were mailed to each person to be given a uniform at each remote site.
- 14–19 June; the uniforms were selected and packed in Los Angeles according to the sizing information submitted from each remote site.
- 20 June; uniforms were shipped to Stanford, Annapolis and Harvard from Los Angeles.
- 21 June; the Stanford remote uniform distribution center was set up. LAOOC and Levi's personnel relocated to the site.
- 22–23 June; uniforms were distributed at Stanford. By the end of the second day, uniforms to be exchanged were packed for shipment to Los Angeles, paperwork was completed and exchange information was telephoned to the LAOOC headquarters.
- 24 June; the Annapolis remote uniform distribution center was set up. LAOOC and Levi's personnel arrived and took care of last minute details.
- 25 June; uniforms were distributed at Annapolis. Stanford exchanges were shipped from Los Angeles. The remote uniform distribution center at Harvard was set up.
- 26 June; Annapolis uniforms to be exchanged were packed for shipment to Los Angeles, paperwork was completed and exchange information was telephoned to the LAOOC. Organizing Committee and Levi's personnel arrived at Harvard and settled remaining problems. Exchange uniforms arrived at Stanford.
- 27 June; uniforms were distributed at Harvard.
- 28 June; Harvard uniforms to be exchanged were packed for shipment to Los Angeles, paperwork was completed and exchange information was telephoned to the LAOOC. Annapolis exchanges were shipped from Los Angeles.
- 29 June; exchange uniforms arrived at Annapolis.
- 30 June; Harvard exchanges were shipped from Los Angeles.
- 1 July; exchange uniforms arrived at Harvard.
- 3 July; uniforms were shipped to Santa Barbara.
- 4 July; the Santa Barbara remote uniform distribution center was set up. LAOOC and Levi Strauss & Company personnel arrived and settled last-minute details.
- 5–7 July; uniforms were distributed at Santa Barbara.
- 8 July; Santa Barbara uniforms to be exchanged were packed for shipment to Los Angeles, paperwork was completed and exchange information was telephoned to the LAOOC.
- 11 July; exchange uniforms were shipped to Santa Barbara and received.

**36.05.3
Procedure for obtaining a uniform**

With tens of thousand of people requiring uniforms and a finite stock of each style, size and type on hand, it was important to make sure that those personnel who were not entitled to uniforms did not get them. Moreover, it was equally crucial to develop a scheduling system to bring the thousands of personnel to be uniformed to the Uniform Distribution Center (UDC) in an orderly manner and sufficiently distributed over time to allow a smooth processing flow.

The LAOOC's device for accomplishing both of these functions was the uniform voucher. A uniform voucher was printed for each employee or volunteer in the Games staffing system. Because uniforms were assigned by position (management, service, support and the like), the Games staffing system computer program was able to issue automatically vouchers from a person's job application. Vouchers were distributed at venue orientations



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11 Chrome yellow blazers made IF officials on the field of play highly visible.

12 Employees and volunteers stopped at a series of garment distribution areas to gather various pieces of their uniforms

Uniforms

beginning 2 June 1984, and included the employee's name, job code, uniform type and location of the staff member's Games assignment, as well as directions to the appropriate UDC and a date and time for uniform pick-up. All recipients were advised that they had to appear at the UDC at the designated date and time stated on the uniform voucher, with the voucher and a photograph for identification purposes to obtain a uniform. Security was maintained at the UDC at all times and proved effective against theft. A telephone bank, established to answer questions, consisted of four incoming lines staffed by two persons for an average of twelve hours per day after the distribution of uniform vouchers had begun. Because the telephone number was listed on the individual voucher, many people who were unable to report to the UDC at the listed time, called the telephone bank to request permission for late arrival, new appointments or instructions if they had already missed their issue date. The telephone bank answering staff recorded each call on a form and issued new appointments, if necessary. There were many questions about the type of uniform to be issued and some voucher holders called in to renounce their Games staff assignment and asked the telephone bank staffer to inform the appropriate personnel coordinator.

When an LAOOC staff member arrived at the Uniform Distribution Center, he was met by a member of the security staff and instructed to show his voucher and picture identification before proceeding further. A procedure for handling lost vouchers had been developed and was initiated at this point.

When an employee or volunteer appeared claiming to have lost his uniform voucher, he was handed a lost voucher form. The staff member was asked to enter his name, address, application number, start and end dates, job code, title and work location on this form. Once he had finished filling out the form, he was directed to an LAOOC uniform staff member for verification. This was accomplished by a computer terminal which was linked to the Games Staffing Department computer. The individual's identity and all appropriate information was verified through this computer check, including whether a uniform had already been issued to the person.

Once these checking procedures had been completed, an authorizing signature was entered on the lost voucher slip and that person was sent through the UDC in the normal manner.

The uniform voucher system worked well because the Games staff cooperated with the procedures. A large number of special cases did develop, however, which had to be handled individually. Most of those special circumstances involved additions to the Games staff made after the printing of the vouchers. Also, there were many special requests by LAOOC department or venue managers and sports commissioners for upgraded uniforms for some of their staff (i.e., from service-level uniform to management style).

Once an employee or volunteer had been admitted to the Uniform Distribution Center, he was directed to a "safety net" room. At this point all information was checked against a master list and any last minute corrections were made before the uniform could be issued. Accreditation pictures could be taken at this point, if necessary, if the person concerned had not already taken the proper steps toward the issuance of a Games accreditation badge. As such, the UDC acted as a last chance opportunity for accreditation of Games personnel. Department personnel coordinators were usually on duty when groups of that department's Games staff came through the UDC to catch anyone who had not completed pre-Games accreditation procedures.

After passing this "safety net", the staff member proceeded to the uniform check in point, where he presented his voucher to an LAOOC uniform center employee who selected the correct uniform pick-ticket based upon the uniform code indicated on the voucher. These pick-tickets were color-coded and indicated the type of uniform to be worn and the number of garments to be issued. The person's application number was written on the pick-ticket and the uniform voucher was stapled to the back of it for auditing at check out.

Staff then instructed the person to follow the appropriate color coded line on the floor of the UDC to obtain his uniform.

Waiting time increased immediately prior to the Games when the workload reached its peak, necessitating a separate procedure for International Federation officials and other guests needing uniforms. Each of these individuals was sent, upon verification at the security entrance, to a location at the rear of the main UDC which was also used as a management exit. At this point, he was required to show his LAOOC-issued badge which indicated either a "B" or "D" accreditation and, then, once verified, proceeded to a



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13 Bright and attractive uniforms were designed to complement the Look of the Games and to give a favorable "OR camera" appearance.

14 The khaki and blue uniforms for the private security force were distinctive.

special check-in desk where previously printed uniform vouchers for persons from his IF were filed. Once the uniform voucher was matched to the individual, he was issued a pick-ticket kit for the appropriate uniform style and completed the uniforming process in the normal manner.

Once a person began the uniforming process, he was directed to a series of garment distribution areas located within the Uniform Distribution Center. The previously mentioned color coding was used to direct employees and volunteers and aid in overcoming any communications problems for some international visitors. At each garment distribution location, the employee presented the pick-ticket to a representative of Levi Strauss & Company for garment selection. Based upon the information contained on the pick-ticket and the size provided by the employee, a garment was provided for the person to try on in a fitting room provided for this purpose. Private dressing rooms were not provided, only group dressing areas. This was noted specifically on the voucher and all staff were advised to wear appropriate undergarments for trying on uniforms. Once the proper size was determined, the employee or volunteer was given the appropriate number of garments based on the pick-ticket information. If alterations were required, the garments were sent to another area of the UDC where alterations were made. Meanwhile, the employee or volunteer continued the garment selection process at the next location. Altered garments were available at the check out area of the Uniform Distribution Center.

Once the employee had secured all of the components of his uniform, he proceeded to the uniform check out area where his pick-ticket and uniform voucher were checked and all garments were inspected to verify the accuracy and completeness of the uniform. Any altered garments were also picked up at this point and instructions of dress code and care of clothing were distributed. During the bulk of the uniform distribution process, alterations were processed in a timely manner without undue delays. As the Games approached, and the volume of activity increased, delays began to occur and a separate procedure was developed to handle alterations for International Federation officials and other guests. Garments requiring alteration which belonged to the IF officials and guests were marked

with their hotel or village location at the time they were taken for alteration. The garments were delivered the same day by LAOOC staff to the bell captain at the designated location to complete the individual's uniform. The bell captain would then advise each official that his uniform had arrived, or, if the IF concerned had an office at that hotel, the bell captain would advise the office to inform the official concerned. Unfortunately, this procedure did not always work and some officials were outfitted twice by mistake. Later, LAOOC officials coordinators from each sport were asked to make arrangements to have alterations picked up at the UDC and delivered to the officials to ensure delivery.

The most unexpected alterations were uniforms for pregnant women. Although foreseeable, this possibility was not taken into account in the ordering process, but was easily handled in the alteration phase.

36.05.4 Operations of the UDC

The Uniform Distribution Center was open from 17 June 1984 through 7 August 1984. It was operational 86 hours per week, open every day during the period except 4 July. Hours of operation were:

Monday, Tuesday, Wednesday	1015-2100
Thursday, Friday	0815-2230
Saturday	0800-2230
Sunday	0815-1900

During its 51 days of operation, the UDC processed 29,907 individuals. An average of 586 people per day were processed, with a low of 19 on 29 June and a high of 1,425 on 12 July. The five days prior to the opening of the villages had the highest number of individuals processed, with 5,432 persons receiving uniforms for an average of 1,086 per day.

During the first period of activity, prior to the opening of the villages, Main Press Center, Olympic Arrival Center and the start of the transportation system from 22 June-4 July, most of the personnel uniformed were from those sites. An average of 850 people per day was processed. In the following two weeks prior to the Opening Ceremonies on 28 July, mostly venue-related personnel were scheduled to come through the UDC. An average of 540 people per day was processed during this period. The UDC was open for 11 days during the Games (28 July-6 August), but the activity decreased to 86 people on the final day. It is worthwhile to note that the last sport to begin competition on the Games program was Archery on 8 August.



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15 A variety of sizes were available to LAOOC employees and volunteers and fitting rooms were available to try on garments before leaving the UDC.

16 An alterations service was provided for proper fitting of uniforms.

17 Color-coded floor tape helped direct staff to various uniform pick-up points at the UDC.

36.05.5 Response to adjustments in the issuing period

It was known from the outset that with the long lead-time necessary to produce the number of uniforms needed for the Games and the continuing changes being made in the staffing levels that some provisions would be needed for last minute adjustments in uniform needs requirements.

A decision was made that certain components, notably shirts and pants, could be used to facilitate last minute uniform needs. As a result, the orders for these items were higher than other uniform elements. The concept was that with extra shirts and pants, uniform combinations could be adjusted and the number of units of each component could be reduced to provide for increases in staff without materially effecting the overall uniform look. In practice, changes were required. The sizing of LAOOC staff did not match the pre-determined sizes of Levi's. This created a heavier than expected demand for alterations and, ultimately, a decision was made to reduce the number of garments given to staff members. Most commonly, this reduction came in the form of fewer blazers or slacks/dresses to staff members.

In addition, the LAOOC hired approximately 30 percent more staff than had been anticipated at the time of the fabric order in 1983. Rather than not give a staff member a uniform, however, the reduction in the number of garments distributed proved to be an adequate solution.

It should be noted that when uniform distribution began on 17 June, each staff member was issued a full wardrobe regardless of the venue assigned and without regard to the number of days to be worked. Further, persons who were assigned to more than one job category were issued one complete wardrobe of the uniform style most appropriate to perform all of the jobs assigned—usually the highest level uniform style available. As an example, a person assigned to work as a driver and as a host was given a host uniform. These procedures, along with the increase in staff size and some unexpected staffing characteristics, caused a shortage of some uniform styles. In particular, male host uniforms

were scarce since it had been estimated that 20 percent of all hosts would be men, but the actual percentage was closer to 30. The reduction in the number of garments issued were made by issuing fewer garments of each type in the wardrobe to persons working at venues with a shorter operating period. This caused some discontent among staff members because the reduction in garments took place midway through the overall distribution process, leaving some staff members with full wardrobes and others working at the same venues with only half as many garments.

Moreover, numerous instances of uniform "grade creep" occurred, elevating secretaries and other administrative personnel from service or support uniforms to management-style uniforms at the request of LAOOC department or site managers or sports commissioners. This caused a shortage of female management uniforms, as the expected female management uniform percentage of 25 percent grew to 40 percent in actual practice. The requirement for additional female management-type uniforms might have been foreseeable when one considers the importance of the appearance of receptionists, secretaries and aides for senior site managers and commissioners. In addition, experienced administrative support personnel who had been part of the Organizing Committee for two years or more often become "battlefield generals" at the venue sites due to their superior knowledge of the operational plans for that site. Not surprisingly, senior site or sports management often requested that these people be issued management uniforms. One result of these adjustments in distribution was an increase in the number of cleanings or launderings that some staff were required to provide for their uniforms. All laundering of uniforms was the responsibility of the wearer as the collection, separation and redistribution of uniforms would have required additional personnel, and facilities at every site.

36.06 Summary

In general, the uniforming of the LAOOC's Games staff, including the appropriate officials from the International Federations, went smoothly. Although there were difficulties, they were anticipated for the most part. The uniforms were well-used by the staff, were easily identifiable and blended with the colorful Look of the Games. In the future, organizers should note the following points:

- The uniform material and colors served their purposes well, but were not without criticism. The polyester material, chosen because of its wrinkle-free characteristics, performed very well, almost always looked fresh and required no ironing, which is essential because of the long work hours at many sites. However, the all-polyester clothing was extremely hot to wear at some of the outdoor venues. A blend of polyester and cotton might have been cooler and would not have lost its wash and wear quality or its smart appearance.
- All Games staff seemed pleased to wear the uniforms, especially after seeing senior management of the LAOOC at all of the sites wearing them. It is crucial to set an example for all staff in the first days of the operational period by wearing the uniform properly and proudly, no matter what style it is.
- While a uniform dress code was established for all staff, there were some variations at certain venues. Because the all-polyester neckties for men were quite warm to wear, for example, they were made optional at the yachting venue. These minor redefinitions of the dress code caused no major problems and were important in making the staff more comfortable. It should not be lost on any organizer that uniforms must be comfortable as well as functional.
- The LAOOC and Levi's created a very simple but effective system for the various uniform styles. The 11 styles chosen provided wide flexibility in ordering and an ability to compensate for ordering errors at the time of delivery. Nevertheless, it was noted that a uniform style that defined an intermediate level of authority would have been welcomed. In addition, it

was difficult to know by the uniform style which management-clad individuals were actually the senior managers of the LAOOC. Even a slightly different blazer denoting senior managers and commissioners would have been helpful for staff and visitor alike.

- More attention should have been paid to ensuring equity between functions and job titles and the uniform style assigned. Little consistency between sites was present as to the style assigned to individuals who were ostensibly performing the same job. A single line of authority, which determined the assignment of uniform types for all jobs from initial assignment through any changes or exceptions, would have helped resolve the inconsistencies.
- At the time uniforms were issued, a tracking system for each size in a particular uniform style would have been helpful. With such a system, it would have become apparent early in the distribution process which garments were being issued in greater numbers than expected and what changes needed to be made.
- The processing plan for the UDC worked extremely well. The relatively uncomplicated voucher system was generated by the already existing Games staffing system and the color-coded pathway through the UDC was simple and quick. The site was centrally located for most of the people who were processed there and ample parking was available.

The uniforming program was successful because of a relatively simple set of styles combined with a manageable number of variations and a simple, effective processing plan. Perhaps the greatest tribute to the popularity and success of the uniform program was after the close of the Games, when the excess inventory of uniform items was placed on public retail sale. Thousands of people from the general public, most of whom were not members of the Games staff, descended upon the uniform counters and almost all items were sold out quickly.

37

Venue Operations and Administration

37.01 Concept of venue operations as contrasted with sports competition management

Under the supervision of the commissioner, the management of a competition site was divided into two parts: sport management and venue management.

Sport management was concerned with those aspects of the venue which dealt with the field of play and other competition-related functions; including:

- Athlete services, including training and warm-up areas and transportation
- Competition operations, including arrangement of the field of play, procurement of equipment, selection and assignment of International Federation sports officials and awards ceremonies
- Competition support, including the work of the LAOOC's competition staff, program for the opening and closing of competition sessions and public address and scoreboard functions
- Results operations, including start lists, intermediate statistics and final results

Venue management was concerned with the coordination and control of all service functions outside of the field of play. These services, provided by individual departments, supplied indirect support for competition itself and direct support for all non-competition areas, especially those for spectators:

- Concession operations
- Food services for athletes, officials, staff and VIPs
- Medical services for athletes, press, public and staff
- Public information
- Spectator services including ticket takers and ushers
- Transportation and parking for athletes, officials and staff
- Waste management

The overall management of a venue was the combined effort of both the competition staff and the management staff. To accomplish this, representatives from the venue management staff and competition staff formed a venue management team.

37.02 Physical layout of the venues

37.02.1 Early development

Until the summer of 1983, two types of preliminary operating plans were being developed throughout the Organizing Committee:

- Sport-specific planning by each commissioner that focused on the competition aspects of the sport, such as the field of play, training facilities, the recruitment of competition staff, as well as the recruitment of venue management staff.

- Departmental planning by each central, functional department (such as food services and transportation services). The departments focused on operations at each of the venues.

A great deal of time was expended in coordinating this planning. A commissioner had to review plans with as many as 30 departments, while each department plan was reviewed by as many as 28 commissioners.

This resulted in substantial inconsistencies from the plans of one commissioner to another and department plans which were unrelated to those of other departments. At a certain point, three types of problems emerged to make detailed planning and final preparation for the Games increasingly difficult. They were:

- Inconsistent policies across venues due to the differences among the Commissioners
- Inconsistent policies within venues due to the lack of communication among departments
- A slow planning process was developing as department heads and commissioners waited for data or policy decisions

As a result, it was decided to form a new department to integrate departmental and sport-specific planning at each venue.

37.02.2 Venue development process

A central department was created to act as product managers for every venue and to prepare one plan per venue which:

- Was consistent with LAOOC policy and budget constraints
- Had overall policies consistent with those of other venues
- Monitored all departments to keep policies consistent within each venue and coordinated department efforts
- Allowed the venue to operate properly in the physical sense. All departments agreed on an adequate amount of working space in an appropriate area within each site
- Was completed in time to allow implementation and construction. If data was not available, this department would make assumptions, where necessary, to complete the plan

- Was agreed to by all key participants where possible, and in all cases, was adhered to by all participants

That department was known as the Venue Development Department and was formed in July 1983. Its mandate was to produce a venue development plan for every sport, village and support site by the end of 1983. Plans would be produced jointly by venue development staff and venue staff, would use input from all departments and would be distributed to all departments.

The contents of the plan would be binding. Once LAOOC senior management had approved the plan, all participants had to live with it. This would enable construction, hiring, materiel acquisition and other planning to proceed without delay. Additionally, because the Venue Development Department produced all plans, consistency would be achieved at all venues.

The Venue Development Department started in July with a vice president and 17 staff members transferred from various departments of the Organizing Committee. The staff grew to 24 in August when two venue development teams were assembled. These teams served as a testing group to produce the first two venue development plans. Each team included a team leader, two or three team members, a project architect and an administrative assistant who was shared with another venue development team.

By the end of September, the department had established itself. It had a staff of 41 and its methodology for the production of venue development plans had been completed. The staff grew steadily and, at its peak in November and December, was comprised of 51 persons. In January, staff size decreased as plans were finalized, and was reduced to 29 in February as all venue development plans for competition sites were completed. Staff size continued to decrease during March, April and May as venue development plans for support sites were completed.

The process to produce a venue development plan was divided into four phases:

- Introduction
- Departmental input
- Venue design
- Production, department head approval, and presentation

The introductory phase was divided into two stages. First, the team gathered background information on the sport and the facility. To gain that information, the venue development team met with the commissioner and other venue staff to discuss the venue development process and gather preliminary data. Existing operating and site plans were discussed and reviewed and a tour of the site was made. Second, the team produced contract and sport summaries and design criteria.

A contract summary itemized the most pertinent points of all contracts affecting LAOOC use of the venue, including those between the LAOOC and venue ownership and management. Any outstanding issues were noted.

A sport summary was produced by a team member with the help of the departmental staff for that sport. The sport summary covered the specifics of the competition, expected number of entries, team sizes, rules, and other specific procedures to be followed during Olympic competition. It would also include a scenario of a typical day of competition-athletes arriving at the venue, going to the athlete warm-up area, competing, cooling down and returning to the athlete rest area.

Design criteria was a four-part analysis of:

- A design day, which was an approximation of what was expected to be an average day during the competition period in terms of spectator attendance, the number of athletes competing and spectating, and the number of Olympic Family present
- A peak day where all sessions were assumed to be sold out
- An hour-by-hour breakdown of the design day estimating the number of athletes, team officials, staff and spectators on site for any given hour the venue was open for operation
- Spectator attendance estimates for every day of competition

The major sources of information used to arrive at design criteria were the Ticketing and Spectator Services Departments. All public spectator and Olympic Family attendance figures were revised by the venue development team to include a "no-show" factor which was based on information from past Games and estimates from venue staff familiar with the spectating patterns of the particular sport.

Design criteria were very important as they were used by the team architect to size the venue and by the manpower planning coordinator to test the reasonableness of staffing requirements. For example, the number of staff estimated to be on site at any one time determined the size of the staff lounge and staff parking requirements; the number of spectators estimated to enter the venue at any one time determined the size of the spectator entrance, as well as the required



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- 1 A model of the Exposition Park complex
- 2 An LAOOC staff member reviews venue plans.
- 3 A plan of the athlete village at the University of California, Santa Barbara.



4 A spectator shops for Olympic souvenirs.

number of turnstiles, ticket takers and ushers; and the number of Olympic Family estimated to be on-site at any one time determined the size of the Olympic Family lounge.

The second phase, departmental input, was divided into two stages: first, gathering information from the departments having a presence at the venue; and second, producing assumption sheets for every department. A team member submitted questionnaires to each department requesting information concerning its operation, space and equipment needs and expected staffing requirements at the venue.

The LAOOC support departments from whom assumption sheets were necessary for the venue development process are listed below:

- Accommodations
- Accreditation/Access Control
- Architecture/Construction
- Awards Ceremonies
- Community Relations
- Corporate Relations
- Design
- Finance (including Internal Audit)
- Food Services
- Government Relations

- Health Services
- Human Resources
- Language Services
- Material Logistics
- Olympic Family Services
- Press Operations
- Public Information
- Security
- Spectator Services (including concessions, ticket collection, ushering and waste management)
- Sports/Competition Management
- Technology
- Ticketing (including patron and spectator sales)
- Transportation/Parking
- TV/Film Operations
- Youth Services

Once the questionnaires were completed and returned, the team members could begin writing assumption sheets for each support department to summarize the information given. The assumption sheet contained a brief description of each department's responsibilities and operating plans at a venue, along with its space and equipment requirements and expected staffing needs.

Due to the complexity of planning required for the departments of transportation, technology and ticketing, these departments submitted detailed plans rather than responding to questionnaires. The transportation plan contained the methods and routes by which each group (athletes, press, spectators and staff) traveled to the venue, parking arrangements and capacities, and special considerations for peak days.

The technology plan listed the types and quantities of equipment at the venue, such as telephones, pagers, Electronic Messaging System (EMS) terminals and printers, radios, photocopiers, word processors and personal computers. A seating plan itemized the total number of seats available for general sales, special sales and Olympic Family. It also detailed the number of seats lost due to obstructed views or camera positions. Charts were included which showed the location of each category of seats. Writing assumption sheets was a critical part of the venue development process. The production of assumption sheets accomplished the following:

- Tested and improved departmental operating assumptions and space and equipment requirements to be sure that each department could produce optimal results while using minimum required space, staff and equipment.
- Compared all assumption sheets so that no functions were duplicated, covered only partially or omitted altogether.

- Ensured conformity on key LAOOC policies.
- Made sure that the venue worked physically. For example, the number of turnstiles, concession stands, restrooms and telephones had to be adequate to service the anticipated number of spectators and that adequate parking was available for staff and Olympic Family.

If additional information or explanation was needed, or if plans conflicted with LAOOC policy or venue constraints, a team member arranged an interview with the department head. Where issues could not be completely resolved within the venue development timetable, the venue team made the best assumption and moved ahead, updating the assumption sheet when the issue was resolved. This commitment to finishing plans on time, even if all needed data was not available, was one of the most important factors of the Venue Development Department operation. As much data was gathered as possible and inter-departmental consensus reached, but only until the venue development plan was due. At that point, decisions were made by the Venue Development Department, based on the available data.

The third phase of the process was the design of the venue.

First, the space program and manpower plan were written from information gained from the assumption sheets. The space program was produced by the team architect, and summarized all information regarding each department's physical requirements at the venue, including requests for types and amounts of space, furnishings, technology, and required adjacencies to other departments. This would be used by the architect as the basis for the site schematic, and also by the Technology and Material Logistics Departments.

A manpower plan was produced by the Venue Development Department's manpower planning coordinator. The coordinator reviewed and summarized each department's estimated staffing requirements from the assumption sheets and scheduled a manpower planning review meeting with a venue development team member and representatives from the venue and support departmental staff. Because the manpower planning coordinator produced manpower plans for all venues and villages, inconsistencies involving job titles were minimized and staffing was kept to a minimum. The completed manpower plan was a summary of all venue staff requirements, including paid, volunteer and contract personnel, by department and by position within each department. The plan also included an organizational chart.

Second, the architect produced a site schematic, a Look plan and budgets for each. The site schematic incorporated decisions and changes made during the venue development process and included boundaries and entrances,

training and competition areas, office and work spaces, parking and transportation systems, hosting facilities, access zones and flows of athletes and spectators.

The venue development team, venue staff and architect spent several days producing a decorative Look plan, based on site schematics, and within a predetermined budget limit for each site. The Look plan specified the type and quantity of Look items such as flags, banners, sonotubes, fence fabrics and tents.

The site schematic and Look plans were reviewed and revised until the venue development team, architect, and venue and departmental staff were satisfied. The team architect then finalized the site schematics and produced the construction and Look budgets. The construction budget itemized the cost of all permanent and temporary physical changes planned at a venue and included the larger Look items and restoration costs. The Look budget itemized the cost of all other (smaller) Look items.

The fourth phase of the process was the production of the venue development plan itself, department head approval of their respective sections and presentation of the plan to the executive operations committee.

First, based on all information gained through the process, the venue development team wrote the following summary sections of the venue development plan:

- Executive summary; an outline of key venue data such as location, dates of operation, seating capacity, budgets, recently resolved (or still unresolved) issues and characteristics which differentiated the venue from others. The summary provided the first-time reader with quick, basic facts of the venue.
- Facilities summary; a detailed physical description of the venue, including fence lines and entrances (spectator, staff, press, Olympic Family and athlete), training sites (if any) and temporary items such as trailers or tents, office and work areas, parking and transportation operations and lounges or hosting areas.
- Major issues and resolutions; a concise discussion of important issues which were resolved during venue development, or which the venue development team was unable to resolve. For each issue, the alternative solutions were presented, along with the one selected and the reasons for that selection.

- Income estimates; an estimate of venue revenues from ticket sales, novelties and concessions and parking fees, if applicable.
- Implementation and construction schedules; timetables indicating when and by whom key activities would be performed between the time of the venue development plan and the time of the Games.

Second, completed sections of the venue development plan were reviewed one final time with respective department heads to obtain their suggestions, resolve any problem areas between departments and obtain their preliminary approval of the plan. If a department's concern could not be resolved in this review process, a one-page dissenting report detailing the conflicts was prepared by the department and included in the plan.

The final step in the venue development process was the presentation of the entire plan by the venue development team leader to the executive operations committee, composed of all or some of the following: the LAOOC executive vice president/general manager, vice president of venue development, vice president of support operations, vice president of architecture, director of security, commissioner (for a sport) or vice president/Olympic villages and the village administrator and anyone invited by the above group. The team leader used site schematics to illustrate the venue, showing the location of each support department, parking, spectator and athlete flow and other items. The above group listened to the presentation, spent several days reviewing the copy of the plan and returned comments to the venue development team. The comments were then addressed in a follow-up presentation, and when all open issues were resolved, the venue development plan was approved by the executive operations committee and became final.

The sections in a typical venue development plan, listed in order of presentation were as follows:

- Executive summary
- Facilities summary
- Sport summary
- Contracts and contract summary
- Major issues and resolutions
- Design criteria
- Departmental assumption sheets
- Transportation plan
- Technology plan
- Manpower plan
- Space program
- Seating plan
- Income estimates
- Construction budget
- Look plan and budget
- Implementation and construction schedules
- Site schematics

The time line for the production of a venue development plan varied depending on the complexity of the plan, however, a typical production schedule follows:

Steps	Time line
Phase I—Introduction	
Background Information	Days 1-2
Contract Summary	Days 2-3
Sport Summary	Days 2-3
Design Criteria	Days 2-3
Phase II—Departmental Input	
Departmental Input	Days 3-9
Assumption Sheets	Days 6-13
Transportation Plan	Days 10-12
Technology Plan	Days 10-12
Seating Plan	Days 10-12
Phase III—Venue Design	
Space Program	Days 11-13
Manpower Plan	Days 12-14
Site Schematic	Days 14-17
Look Plan	Days 14-17
Construction/Look Budgets	Days 16-18
Phase IV—Production, Department Head Approval and Presentation	
Summary Sections and Preparation of the Venue Development Book	Days 16-18
Approval of Department Heads	Day 19
Presentation to Executive Operations Committee	Day 20

The venue development process proved to be very successful, as the approved venue development plans became the actual operational guidelines of the Games. With the completion of these detailed reports, the fabrication and procurement of needed materials, the recruitment of staff and the fine tuning of departmental operating plans began. The plans helped ensure that all venues and departments were ready in time for the Games.

The following factors were found to effect the success of the venue development process:

- The venue development process needed to be clearly introduced and explained throughout the Organizing Committee. Because planning had previously been more decentralized-commissioners and departments each had done their own planning-the transition of moving to a more centralized planning and issue resolution structure was somewhat awkward. Department managers considered themselves experts in their area and feared that the venue development department would make unilateral decisions. The venue development start-up period could have been smoother had all involved people been more confident that the venue development department would avoid making unilateral decisions and would make every attempt to reach a consensus.

- Team leaders were extremely important to the success of the venue development process. Their ability to make logical decisions, communicate and negotiate with numerous departments and direct and supervise team members ultimately determined the quality of their venue development plans.
- Coordination between the Architecture/Construction Department and the venue development department was extremely helpful. The venue development process was much more efficient when project architects became full-time members of the venue development team.

The venue development process ended late in January 1984 and the department became known as planning and control. The planning function of the department continued producing venue development plans for the support sites such as the Main Press Center, the Biltmore Hotel, the Uniform Distribution Center and training sites. In May, venue development plans for these sites were completed and staff were assigned special projects. These included an analysis of security requirements and athlete and staff food service requirements.

The control function of the department was responsible for reviewing requests made by support departments to modify approved venue plans. A document control manager supervised the administration and processing of all modification requests and personally approved or denied each request. If the request was approved, the plan was updated and the requesting department was notified. The majority of modification requests involved manpower; some involved construction. The size of the staff was approximately 15 during the planning and control phase.

37.02.3 Operations in the Games period

Once "venuization" – a process by which venue-oriented teams were formed for the Games period – occurred, venues became autonomous operations under the control of the commissioner. Each venue had to be a self-contained unit with its own services such as medical, health and food. The commissioner's primary objective was to make the Games work. The public's perception of the venue and the overall Games had to be one of a smooth, functioning, integrated event. Therefore, one of the commissioner's major tasks was to integrate the services provided by each of the departments at the competition sites.

However, the commissioner's responsibilities and authorities with regard to each department operating at his venue varied. With some departments, the commissioner had complete authority and responsibility to appoint key managers and make all arrangements. With other departments, the commissioner coordinated and integrated the services, equipment and staff provided by LAOOC central departments into the overall venue operation. Managers from existing LAOOC support departments were assigned to the venue team with the commissioner's concurrence. These managers brought to the venue team extensive knowledge of their area which was needed in planning and operations at that venue.

Months prior to the Games, commissioners held meetings with their venue management team and support department management staff who were assigned to their venue. Much time was spent during these meetings defining departmental responsibilities. Generally, the commissioner coordinated with the following LAOOC central departments for services: accommodations, accreditation and access control, ceremonies, concessions, construction, corporate relations, finance, government relations, health services, language services, material logistics, press operations, public relations, security, technology, television/film, ticketing, transportation, uniforms and youth services.

The commissioner was personally responsible for the following services and appointed key staff to make all arrangements: competition support, community relations, facility coordination (extent of involvement of the venue owner's management staff), maintenance, personnel, VIP services and protocol.

Two exceptions were food service and security. The commissioner did appoint a venue food service manager, but this person implemented a pre-arranged food service plan. The LAOOC Security Department was fully responsible for security at the venue, without input from the commissioner.

The commissioner was encouraged to question anything and everything planned at the site. The commissioner was free to propose changes and achieve consensus with departments impacted by the changes. If the departments did not agree with the commissioner, the commissioner's vice president and the department's vice president decided the issue.

Although the commissioner had overall responsibility for the operation of the venue, each commissioner designed his role in the management structure of the venue: chief executive officer, chief operating officer, host to the International Federations (IFs) and VIPs, competition specialist or venue operations specialist. Any of these roles was fully acceptable as long as competent staff was recruited to handle the remaining functions.

At most venues, however, the commissioner functioned as chief executive officer and delegated the operational responsibilities to the venue manager. This allowed the commissioner time to play host to the International Federation, one of the commissioner's most important functions and one which generally could not be delegated. Because each commissioner had worked closely with the IF for his sport since the time of appointment, the International Federation officials came to trust him with the direct responsibility for the operation of that sport. Thus it was necessary for the commissioner to work closely with the IF during the Games period, since it turned to him for assistance in the staging of the competition itself.

37.02.4 Role of venue management

The commissioner was responsible for assembling and defining the roles of the venue management team. As mentioned, however, at most venues the operational responsibilities were delegated to the venue manager, who in turn, delegated responsibilities where appropriate.

The venue management teams differed from venue to venue, but generally consisted of the following: commissioner, venue manager, assistant venue manager(s), administrative assistant and clerical staff.

Venue management was responsible for educating departments about the needs and responsibilities of other departments. Because venue management was familiar with all areas of the operation, they were able to clarify areas of responsibility for the various venue department heads. This was particularly important just prior to the Games when venue sites and teams first became active on the sites themselves. Several departments turned to venue management as their prime contact for liaison with other departments on the site and for guidance on overall policies.

It was important for venue management to communicate on a regular, daily basis with all service departments within a venue. This included competition management and existing facility management, if any. It became apparent that venue management and competition staff had to work closely with each other and be aware of each other's activities in order to operate the venue smoothly.

37.03 Services in the venues

37.03.1 Administration and management

Venue management was responsible for the coordination of all service departments at the venue. These services included, but were not limited to, concession operations, public information, medical, security, spectator entry, ushers and waste management.

Methods of coordinating the operations of the service departments varied from venue to venue. At some, daily status report forms requested policy decisions, noting any major problems and other observations. These forms, however, were more effective for record-keeping purposes, rather than a method of communications. Problems noted tended to need immediate attention and were usually cleared up by the time the form was submitted. Other venues had meetings on a daily basis that were attended by all department heads. Each department head would give a brief report which focused on exceptional situations and problems that had occurred the previous day, rather than on a straightforward report of events.

Venue management was called upon often by the service departments and many of the problems required an immediate solution. For this reason it was helpful for the venue management office to be centrally located within the venue. Additionally, the delegation of authority from the venue manager to the assistant venue managers proved very effective, as the venue manager was not always immediately available.

37.03.2 Concessions: Food and souvenirs

The organization and management of all spectator food concessions and nonconsumable merchandise sales was the responsibility of the LAOOC Spectator Services Department. At the venues, these functions were to be managed by the commissioner and the venue management team, with strong staff support from the spectator services group. This degree of staff support varied from venue to venue depending on the management style of the commissioner and venue management.

The research and development for food and beverage concessions began in July 1983 and could be divided into two categories: venues with existing concessions and venues without concessions. Where no concession service existed, the agreement between the venue and the LAOOC placed the responsibility for providing concession services on the Organizing Committee. Finding competent concessionaires to provide these services within a short period of time proved to be a difficult task.

In August, September and October 1983 bid specifications and food service plans were developed for those venues that did not have existing concessionaires. Detailed plans for the number of service structures and layouts were formulated. A commission payment structure was determined, based on attendance projections, difficulty of service and number of event days. An invitation to bid on these concessions was sent to potential candidates in early November. Completed specification packages from candidates were required by 31 January 1984, and the final selection was made by the first week in March.

In August 1983 a food and beverage concession symposium was held with the fifteen existing concessionaires to discuss issues such as continuity and high quality of service desired at all Olympic venues, use of sponsor products, menu selections and pricing, sale of alcoholic beverages and the Look of the Games. The LAOOC had an indirect relationship with existing concessionaires whose agreements were with respective venue owners from whom the LAOOC had contracted a rental agreement. Such agreements included the use of the site's existing concessionaire.

During April and May 1984, another series of meetings were held with newly contracted concessionaires to discuss the use of sponsor product, menu, souvenir cup program, sale of alcoholic beverages, equipment, paper goods program, uniforms, financial controls and accreditation.

The menu developed for facilities that would have LAOOC-contracted concessionaires included some unique products with a health image to upgrade typical American concession fare. Some attempt at variety was built into this menu in the form of a line of cold sandwiches. Sponsor products were integrated into the standard menu, if not already part of existing concession menus. Although existing concessionaires offered additional items, the following menu was generally available at most sites:

Concession menu	Price
Hot dog	\$1.50
Submarine sandwich	3.00
Ham and cheese sandwich	3.00
Turkey sandwich	3.00
Roast beef sandwich	3.00
Vegetarian pita sandwich	2.50
Yogurt cup	1.00
Potato chips	.75
M&MS/Snickers	1.00
Frozen fresh fruit bars	1.00
Chocolate chip ice cream sandwiches	1.50
Fresh fruit cup	1.50

The ham and cheese, roast beef, submarine and turkey sandwiches all included four ounces of meat and were served with lettuce on a kaiser roll, except for the submarine sandwich, which was served on a five-inch long Italian-style roll. The hot dogs were each one-sixth pound all-meat weiners. Available condiments included catsup, mayonnaise, mustard and sweet pickle relish. Snack item specifications required ice cream sandwiches of three ounces each, fruit bars of 3.5-4 ounces, fruit cups of five-six ounces and yogurt in eight ounce cups. Potato chips were sold in bags weighing 1.25 ounces each, M&Ms were sold in the 3.03-ounce bag size and four-ounce Snickers candy bars were available.

Two weeks before the start of the Games, Spectator Services conducted a seminar for all venue concessionaires, both existing and contracted. All aspects of operations were discussed, concession coordinators who would be working with concessionaires at the venues were introduced, and instructions in the completion of the daily stand report form used at each concession stand were given. Overall, it was hoped to inject a touch of Olympic fever into the group.

In general, Spectator Services succeeded in achieving a higher level of service and presentation than is the norm at sporting events. The larger, more experienced concessionaires seemed to be better able to handle the pressure of operating during the time of actual competitions. A handful of the newly contracted concessionaires lacked experience which hurt them in their Olympic operations.

Although overall food and beverage sales were good, the following factors could have benefitted concessionaires' operations and financial outcome:

- More up-to-date information on spectator attendance. Some concessionaires overestimated attendance based on sell-outs. It was noted that despite the sale of all tickets for a particular session, a number of ticket holders did not come, decreasing actual attendance from capacity levels. In addition, concessionaires needed to be informed as to venue spectator capacities, as opposed to capacity figures which included seats for Olympic Family, staff and spectator athletes, who obtained food service from other sources.



5

5 First Aid Tents

- The LAOOC policy of only allowing beer to be sold where there was a current license and history of previous sales impacted overall profitability. This was especially true at the outdoor sites, because beer is almost universally sold at professional sporting events in the United States. For example, beer sales were very strong at the velodrome, and no adverse incidents from its consumption were reported.
- The LAOOC decision not to use wandering food vendors in the spectator seating areas during competitions proved costly in terms of lost sales and customer convenience. The design of the spectator seating areas at many of the venues discouraged the spectators from going out once they were seated, so spectators stayed in their seats throughout the competition session.
- Beverage-only lines may have increased sales, particularly at the outdoor venues.

Food and beverage sales (not including baseball, yachting and Exposition Park) totaled in excess of \$10,000,000 for the sixteen day period of the Games. With paid attendance of approximately 4,800,000, per capita sales were about \$2.08. The number of contract staff to operate food concessions in all venues totaled 7,900.

Novelty concessions were contracted with a single joint venture corporation, MCA Corp. and Facility Management, Inc. (MCA/FMI) in February 1984. MCA/FMI handled the development, coordination and sale of all novelty and program merchandise.

Venue Operations and Administration

Once the contract was signed with MCA/FMI, meetings were held with project architects, construction managers, venue managers and spectator services personnel to familiarize all sport commissioners with the operation and to request space and other operational needs. In the following months, stands and trailers were located on site plans and move in dates were scheduled. MCA/FMI then began producing individual operating plans for each venue that included detailed move in and strike schedules and an actual daily operating schedule.

During the Games, a total of 1,200 MCA/FMI staff operated concessions at the venues. Each morning, prior to business, stands were stocked at the venues and merchandise displays were set up. Stands were restocked, if necessary, and cash was transported during off hours. At the end of each day, merchandise was returned to storage and money was turned in.

Overall, the novelty sales operations ran smoothly. Merchandise sales (including programs) totaled in excess of \$9,400,000 (excluding Exposition Park). With paid attendance of approximately 5,200,000, per capita sales were about \$1.80. The LAOOC decision to create new designs for items sold at the time of the Games was a good one. The strongest selling items were event-specific T-shirts, pins, buttons and posters and non event-specific flags, caps and visors. Earlier selection of a contractor would have permitted a more concentrated effort toward selection of commemorative sport specific items to be sold at individual venues. Items such as commemorative-design swim suits, baseballs and soccer balls may have contributed greatly to overall sales figures. This proved to be true at archery where commemorative arrows sold very well, and at cycling where water bottles were in demand.

The daily results program, the Olympic Record, was sold for \$3 at all venues. The four-color cover, high quality program contained results for all events of the previous day and the start schedules for the day of purchase. The program did not sell as well as anticipated which may have been due to excellent local newspaper coverage, but sales did increase once track and field events were in full swing. Total sales at all venues were approximately \$1,184,000.

The following table gives the food and souvenir sales (novelties and programs) and attendance at the 23 venues and Opening and Closing Ceremonies.

<i>Sport</i>	<i>Attendance (turns tile counts)</i>	<i>Food and beverage sales</i>	<i>Souvenir sales</i>
Archery	25,396	\$ 35,918	\$ 75,975
Athletics	1,037,374	2,942,031	1,655,556
Baseball	385,290	N/A	570,945
Basketball	363,579	950,487	896,078
Boxing	227,741	757,792	392,365
Cycling	33,570	112,069	201,834
Equestrian	272,824	925,060	891,650
Fencing/Volleyball	280,367	703,412	875,079
Football			
Rose Bowl	658,586	1,181,686	743,130
Stanford	464,972	439,207	205,910
Harvard	107,014	108,706	57,401
Annapolis	114,956	145,252	84,206
Gymnastics	144,509	243,895	333,596
Handball	49,147	122,409	89,210
Hockey	150,807	265,972	198,312
Judo	23,911	28,782	43,715
Modern Pentathlon	16,125	26,765	52,461
Rowing/Canoeing	71,314	49,487	254,012
Shooting	23,067	58,980	88,310
Swimming/Diving/ Synchronized Swimming	304,028	362,993	527,746
Water Polo	73,080	98,497	212,869
Tennis	30,603	108,051	91,560
Weightlifting	41,462	51,362	130,829
Wrestling	91,817	181,676	295,574
Yachting	N/A	5,584	24,659
Ceremonies	164,419	361,938	475,996

The LAOOC recognized that the Olympic Games demanded a much higher level of service than normally provided at sporting events. To show their commitment to this, the positions of volunteer concession coordinators and assistants were created to monitor the on-site venue concession operations. Concession coordinators were visual evidence to the concessionaires that the LAOOC was indeed serious about the level of service they provided and the appearance of their stands. Concession coordinators were also in a unique position to assist concessionaires on-site and make sure no obstacles were placed in their way that would impede their performance or level of service. They acted as a liaison between the concessionaires and the LAOOC's venue management.

Concession coordinators did not have an extensive food service or novelty sales background. Thus, potential confrontations over the running of the concession stand between the concession coordinator and the concessionaire were avoided. The coordinators attended four training sessions with concession coordinators assigned to facilities in the same general geographic area. The concession coordinators would then be familiar with neighboring Olympic venues and could theoretically be in a position to cover for a coordinator at another site in the event of an emergency. The training program included sessions in general instruction in food and beverage concessions and novelty and souvenir sales, combined

with Electronic Messaging System training. All concession coordinators also attended at least one on-site orientation to familiarize themselves with locations of all concession stands and the products sold. Once venue assignments were made, concession coordinators also attended individual venue staff meetings.

Overall, the concession coordinator's responsibility was to see that all concessionaires operated in a way that was consistent with the high standards set by the LAOOC. They also made sure that concessionaire records were properly kept.

The concession coordinator program was excellent. The performance of the 67 volunteers was superior.

37.03.3 Medical services

Spectator care stations were available at all venues for use by spectators, press and staff. The primary focus was to provide emergency medical attention so that spectators could be treated and returned to the stadium to watch the Games, or be stabilized prior to transport to a hospital. The level of care provided was a physician managed advanced life support system which is the optimum level available outside of a hospital.

The location and number of stations needed was evaluated on a site-by-site basis. There was at least one spectator aid station at each venue and more at venues with large numbers of spectators. A minimum of 400 square feet was needed for a spectator aid station. This included a registration/waiting area, a treatment area and an observation area which had a minimum of four cots. All spectator aid stations were air-conditioned which was extremely important at outdoor venues. Each station was equipped with a toilet, handwashing facility, refrigerator, television and locking cabinet for drug storage. All spectator aid stations met full outpatient facility standards.

The spectator aid stations were located in highly visible areas, identified by name and the symbol of the American Red Cross. There were also appropriate directional signs to the nearest spectator aid station within the venue. Also, medical personnel were highly visible in their gray and white uniforms with the American Red Cross symbol.

Medical care provided to spectators was always directed by a physician. A licensed physician referred to as the Chief Medical Officer (CMO) was assigned to each venue. The CMO directed and was medically and legally responsible for the medical team at the venue.

Staffing criteria for spectator medical care was as follows:

- One physician per site with 3,000 or more spectators. At sites with more than one spectator aid station, a minimum of two physicians were on duty at all times.
- One emergency care nurse per station.
- One first aid coordinator per site.
- First aid personnel: one team of two persons for up to 8,000 spectators; one additional team for each additional 8,000 spectators. In some locations, this number was increased owing to the nature of the site or other consideration.

At venues with a seating capacity or expected attendance of less than 10,000 spectators, an emergency care nurse and first aid coordinator were under a physician's standing orders to administer appropriate medical care, with the understanding that a physician from the athlete sports medicine station was immediately available and could be reached by radio. At venues with a seating capacity or expected attendance of 10,000 or more, a physician was on staff at the station itself.

The emergency care nurse, under the CMO's supervision, was responsible for the management of drugs and medications, including controlled substances. They were also responsible for documenting patient treatments, medications and procedures administered.

The first aid coordinator, under the CMO's supervision, was responsible for the management of all spectator aid personnel on-site. The first aid coordinator was certified in advanced first aid.

At venues with large numbers of spectators and particularly at an outdoor event, first aid personnel patrolled the spectator area to monitor minor problems and direct more seriously ill or injured spectators to the aid stations. First aid personnel (EMT-I) were recruited, screened, trained and placed by the American Red Cross. There were a total of 361 at all venues. Ambulance service was available at all sites. Additionally, air ambulance service was available at Lake Casitas, Coto de Caza, Fairbanks Ranch and at the Coliseum. Each ambulance was equipped with a switchable hand-held radio which could be tuned to the medical frequency at each venue.

The difference between the level of service provided at the Games and other spectator events was that the Olympic program was managed by physicians and nurses who were able to diagnose medical problems rapidly. Spectator events in the U.S. are usually serviced by emergency medical technicians or paramedics who are only used for acute care cases and crisis-level intervention. Another variation from normal operations was the concept of walking teams which proved helpful in dealing with large groups of people. General use of the walking teams prevented the first aid stations from becoming overcrowded. The walking teams were able to keep the crowds comfortable and calm by treating small first aid problems on the spot and recognizing more serious problems for further treatment. Their presence generated much goodwill.

During the Games, the personnel at the spectator aid stations were able to handle all medical cases that came to them. The use of emergency physicians and ACLS (Advanced Certified Life Support) nurses ensured that the highest possible level of care was available. The field teams of American Red Cross personnel were able to manage the many minor problems at the venues, especially at outdoor events, thus leaving the physician and nurses free to manage the more complex medical problems. This unique multidisciplinary approach was effective in preventing medical problems from escalating and in the treatment of the more severe cases.

Coordination between venue management and venue medical staff helped make the program successful. It was important for the first aid coordinator to have a good working relationship with all venue management personnel. Inviting first aid coordinators to pre-game venue management meetings was extremely important in developing these roles. Additionally, first aid personnel needed to develop relationships with security personnel and ushers to carry out their responsibilities such as being able to move freely in and out of arenas, to make arrangements with security to carry victims out of stands and to coordinate communications.

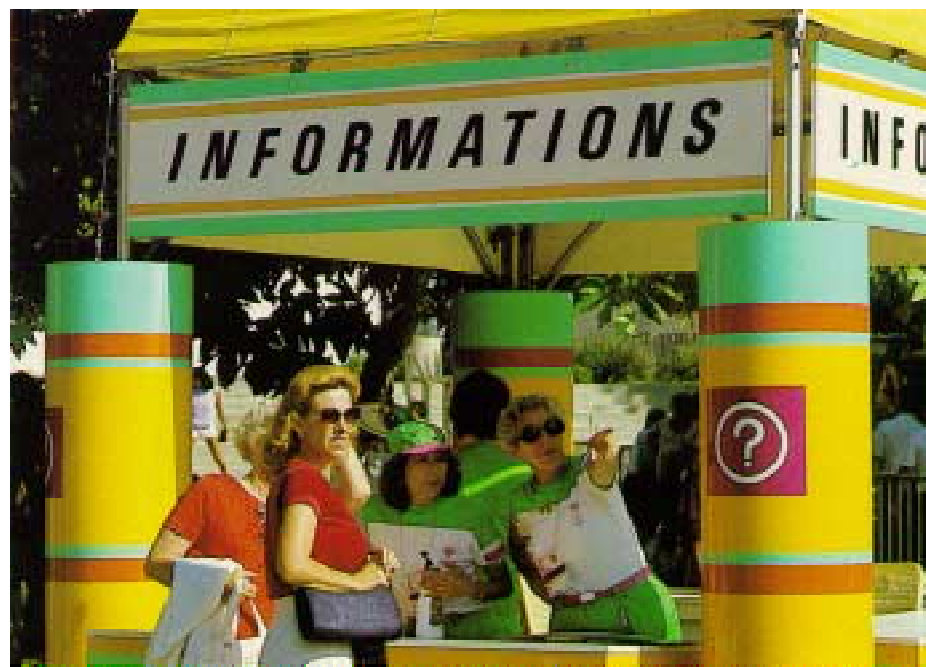
The results of the program were extraordinary. Out of a total of almost six million spectators, there were no deaths or full cardiac arrests during the 30-day period, and only 200 to 250 people were transported to hospitals. There were approximately 3,800 physician managed cases and 10,000 extended visits to the spectator aid stations. The spectator aid teams coped very effectively with various situations and were able to identify major problems quickly. The vast majority of spectators (50,000) were treated by first aiders and returned to their seats.

37.03.4 Public information

The LAOOC's public information group operated facilities for the convenience of the spectator public. At least one information kiosk was situated at each Olympic venue except Dodger Stadium, where the information booth was handled by Dodger management. At the cycling road race at Mission Viejo there was no formal facility, but there were 10-15 volunteers along the route with signs designating themselves as public information officers. Information kiosks were four-sided conehead booths approximately 30-feet tall, making them very visible amongst other structures. Their color was information yellow, the internationally recognized color for information.

Volunteer coordinators were recruited to staff information booths, and to assume management responsibility for individual venue operations. After extensive training, these volunteer venue coordinators worked with Public Information staff to design plans for venue operations. Plans were based largely on experience gained through participation in the 1983 pre-Olympic events sponsored by the LAOOC. A standardized information manual was prepared for each venue, outlining emergency, community and LAOOC information and policies, along with non-Olympic related resources and agencies that might prove to be of benefit to the visiting public. Additions and alterations to the manual were made by the coordinator at the individual venues.

Coordinators reported to both venue management and the centralized public information operation at the LAOOC's administrative headquarters at the Marina Center. Communications between the Marina Center and the venue coordinators were conducted on a regular basis via a schedule of mandatory telephone check-ins, and



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6 An information kiosk outside Pauley Pavilion.

required daily EMS reports from the venues. Information collected by Marina Center public information management was also distributed to the venues via EMS.

Each information kiosk was staffed by two volunteers supervised by a coordinator. Where deemed necessary, language-skilled personnel were recruited to disseminate information. To supplement the language capabilities at the kiosks, all information kiosks were equipped with telephones to communicate with the information phone bank at the Marina Center.

LAOOC policy precluded the distribution of printed materials other than officially licensed or LAOOC generated publications at the venues. Therefore, provisions were made to train volunteers staffing venue operations to deal verbally with data including;

- Location of facilities within or near the venue
- Specific information regarding the competition, teams and athletes
- Emergency and critical information (police, fire, medical help, location of service stations, etc.)
- Information regarding community services or tourist attractions
- General Olympic and LAOOC program information (schedules, tickets, Olympic Arts Festival, etc.)

An example of venue-specific information developed by the coordinators to suit the need at their sites was at archery. Because many questions were asked concerning the competition, a target mat, target and all attendant equipment were set up in the public information booth. Public information staff conducted continuous lectures and demonstrations of the equipment. This effort was an overwhelming success and contributed immensely to the success of the event from the spectator's point of view.



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7 Ushers assist spectators at a venue

8 A decorated scaffold tower brightens up the venue.

Public information kiosks also performed the lost and found service for the venue. Custody of items of significant value, such as cameras, watches and jewelry were turned over to the security office for safekeeping. At all venues, procedures for coordinating this activity were developed in conjunction with security and venue management. Lost children who were brought to the public information booth, were taken to the first aid tent.

37.03.5 Security

The objectives of the venue security function were to provide a safe environment for participants, officials, members of the Olympic Family, spectators and employees of the LAOOC, and to maintain order and protect the integrity and spirit of the Olympic Games at all sites.

Venue security was a blend of local law enforcement and private contract security. The LAOOC Security Department coordinated with 56 different law enforcement agencies in the state of California. The degree of success in the area of security of the Games was brought about in part by the activities of LAOOC Security Department in coordinating the total law enforcement effort.

The law enforcement venue command post utilized a location near the LAOOC's venue security office to direct the activities and staffing of law enforcement personnel. The enforcement commander maintained radio communications with agency personnel, with his agency's command post, or with the law enforcement central command post, according to that agency's established procedures.

A venue security office, located within the restricted venue management area of the venue, was in operation during all hours beginning with the opening of the venue for training. The security office was staffed at all times by the venue security manager or his designee, who maintained constant communication by radio or telephone with LAOOC's central security operations center. The venue security office was located adjacent to, or in the proximity of, the venue management office so that the venue security manager could work closely with other venue management.

The LAOOC Central Security Operations Center (CSOC) operated on a 24-hour basis to command and coordinate the general operations of security at all venues. The central security operations center monitored all security operations and provided a decision-making and problem-solving process for all security questions. The majority of problems, however, were solved at the venue level without escalation to the CSOC.

The task of hiring private security was turned over to three independent guard companies which then subcontracted parts of the hiring to two smaller guard companies, bringing the total involvement of companies to nine. In total there were 12,000 private security officers hired and trained to secure the villages, venues, transportation system and training sites. A 33 per cent attrition rate was estimated. Private security was trained in the following subject areas: Olympic security overview, report writing, legal matters, crowd management, accreditation procedures, radio procedures, wearing of the uniform, metal detection device use, law enforcement coordination with private security, post orientation, anti-terrorist awareness, powers of arrest responsibilities, roles of the police and private security, interrogation procedures, use of force, searching procedures and media relations.

All private security officers were uniformed, but not armed. The LAOOC-designated uniform consisted of a blue beret with hat piece badge, tan security officer shirt and trousers, blue belt with gold colored buckle and black shoes. Responsibilities of the private security within the venues included examining accreditation badges and serving as backup to access control personnel, walking fence line perimeters, managing crowds and managing vehicle entry for deliveries. The number of security officers was based on factors such as venue size and location.

Law enforcement personnel were armed police officers both in uniform and plain clothes. They fulfilled law enforcement roles under the direction and control of the law enforcement commander. Private security personnel were not utilized in any law enforcement role, unless acting under the direction of law enforcement personnel. At the venues, 24-hour coverage was provided by 636 law enforcement officers working regular shifts and an overnight shift.

The joint effort by LAOOC security central operation, the venue security manager, other venue management, law enforcement agencies and private security made the individual venue security operations successful. The concept of blending law enforcement and private security proved to be sound and workable.

37.03.6 Spectator control

Spectator control consisted of ticket taking and ushering services at the venues.

The LAOOC Spectator Control Department was responsible for the planning and implementation of a spectator control program. A venue coordinator at each venue acted as a liaison between the LAOOC Spectator Control Department and Venue Management.

Ticket takers were located at turnstiles adjacent to the spectator entry gate. When a spectator entered the turnstile,

the ticket taker checked their ticket for the correct date and session, detached the ticket stub, and gave the spectator the rest of the ticket to keep. At the end of each session, ticket takers took a ticket count and balanced it against their turnstile count. This information was recorded by the ticket taker for each session.

Ushers were located in and around each seating section and assisted spectators to their assigned section, row and seat. Ushers watched that no unauthorized persons entered the bleachers. Additionally, ushers were available to guide spectators to bathroom facilities and concession stands and give them general facts about the venue.

It was found during the Games that a ticket taker can process approximately 1,000 spectators per hour. At large outside venues one ticket taker per 150–200 spectators was required. Spectator control staff (ticket takers, ushers and supervisory staff) at venues totaled 2,762. Of these, 2,015 were volunteers, 237 were paid LAOOC staff, and 510 were contract staff.

At the venues, the Spectator Control Department had to coordinate with several departments, such as ticketing and security. For example, the Spectator Control Department checked the number of spectators who entered through the turnstile against the number of tickets taken, but internal auditing procedures were done by the ticketing department. Additionally, any spectator problems either inside the venue such as two people having tickets for the same seat, or outside the venue such as a handicapped spectator having a ticket for a regular seat were taken care of by the on-site ticketing department representative. Security was needed to back-up ticket takers or ushers having problems with unhappy or unauthorized spectators. Good communication channels were necessary and if not established early by venue management, there was substantial potential for misunderstanding on policy, procedures and authority between departments. However, few incidents were reported and, in general, the ticket collection and ushering functions proceeded smoothly.

37.03.7 Parking and transportation

Each venue was managed by a venue transportation manager, who had dual reporting responsibilities. The venue transportation manager reported on a transportation basis to a senior transportation manager, and on a venue basis to the venue director. Each of the four senior transportation managers were responsible for four to six venues.

Through the venue development process, parking demand was forecast for each venue. The venue transportation planning team designed the parking layout, giving preferential treatment to the Olympic Family and the media. Preferential parking was also provided for staff, except at Exposition Park/USC, UCLA and Long Beach where staff shuttles were necessary.

Staff from the USC Village, swimming, athletics and boxing parked in a vacant 63 acre parcel of ground, which was leased and upgraded to make it suitable for parking. There was capacity for approximately 5,500 automobiles. Approximately 40 special service transit buses running 24 hours per day were used to transport staff.

Staff from the UCLA Village, tennis and gymnastics parked in nearby space leased from the U.S. Veterans Administration. The space could park 2,000 automobiles. The operation of the shuttle was contracted to Santa Monica Municipal Bus Lines. Approximately 15 buses were required during peak times.

Staff from the Long Beach venues (volleyball, fencing and yachting) parked at the World Trade Center lot in Long Beach which accommodated 1,200 cars and a former department store lot which accommodated 400 cars, both of which were leased from the city of Long Beach.

In order to provide adequate control of parking lots, the LAOOC developed a system of parking passes using different color and letter designations, according to the category of the user.

- Olympic Family members' parking passes were purple in color with an "X" designation. The "X" pass allowed vehicles to park in any Olympic Family parking lot at any of the villages, venues or training sites or in the garage adjacent to the Biltmore Hotel.
- Top LAOOC managers had parking passes which were aqua in color and bore a "Z" designation. This pass allowed parking in any lot controlled by the LAOOC.
- Staff parking passes were yellow in color with either a pictogram for the relevant sport or a letter designation such as "MPC" for the Main Press Center. Staff parking permits were not valid in the Olympic Family lots and, in the cases of Expo Park/USC, UCLA and Long Beach, were valid only at the remote parking areas.

- Venue specific parking passes for guests, patron ticketholders or others were magenta in color with the sport pictogram or letter designation of that site. The venue specific parking pass either had no date designated, in which case it was good for the entire period of the Games, or was date specific.

A small number of spaces in the Olympic Family lot for (purchased) press parking were designated at most venues, with a limited additional number of spaces for rights-holding television broadcasters. The LAOOC's media transportation system offered the primary press transport service to all venues at no charge, and drop-off areas were reasonably close to the press entrance or the press sub-center.

Parking pass distribution for site-specific staff was the responsibility of the venue director, who in most cases delegated the task to the venue transportation manager. In some cases, fewer passes were given than staff employed and the venue director or the venue transportation manager made the decision of which staff could park and which staff would have to either carpool, ride the bus or make other arrangements.

Distribution of multi-site parking passes was retained by transportation management. Staff requiring multi-site parking issued a request to the transportation management who analyzed each request individually.

The parking pass was designed to be highly visible to the parking attendant. The parking passes were approximately four inches wide by eight inches long. The letters or numbered designations were bold in black and provided a high degree of visibility. The pass was either affixed to the lower left corner of the windshield or hung from the rear view mirror. In retrospect, greater distinction between the shades of parking pass colors would have been more effective.

A number of vehicles were assigned to each venue under the management of the venue transportation manager. These vehicles were to meet the transportation requirements of International Sports Federation officials. The vehicles were housed on-site overnight and generally were parked in a secured area, usually in the athlete bus compound during off-peak hours. Volunteer drivers were recruited and were retained under the management of the venue transportation manager at each site. The venue transportation manager was then responsible for scheduling the vehicles and the drivers to ensure that the sports officials would be at the venue on time. In general, IF officials were transported from nearby hotels to the venue. However, the commissioner had the flexibility to designate other uses for the venue-specific vehicles.

Public parking was controlled by the LAOOC at seven of the 18 different sites where competition venues were located. The public parking design was prepared by staff from System Parking, Inc., the official supplier to the LAOOC for parking planning and management services. Conservative estimates were used in order to allow for unanticipated demand. This proved to be insightful, as the parking areas at many key sites were stretched to capacity on the last two or three days of competition.

Detailed plans were developed for each venue. These detailed operating plans, developed in most cases by the venue transportation manager, described the number of staff required to handle each parking lot or each transportation function, staff deployment, required equipment such as flashlights, cones, delineators and reflective vests and the manner in which the transportation function would operate.

The operating plans included the scheduling of personnel including rest and meal breaks, insurance reporting procedures, loss prevention, public relations and included a telephone directory of key venue managers and public agency contacts.

To monitor athlete transportation, a loader/dispatcher was assigned to each venue. The loader/dispatcher monitored the arrival and departure of athlete buses and communicated problems to zone dispatchers located in the village. The quantity of athletes arriving and departing the venue was noted to ensure that the athletes' transportation needs were being met.

37.03.8 Waste management

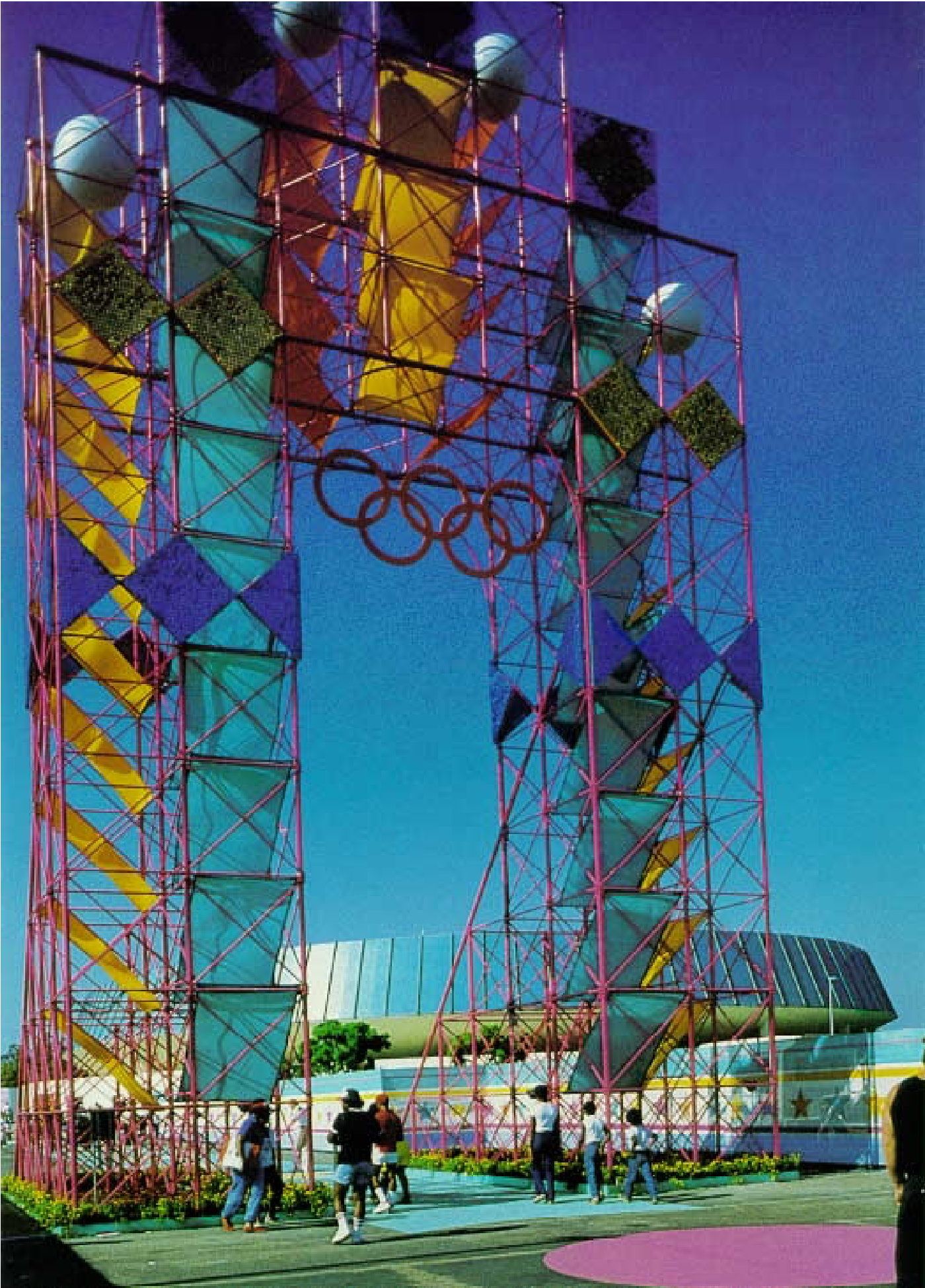
Waste management at the venues was accomplished through a contract with Waste Management, Inc. which supplied both the planning and operation of waste collection and hauling.

An analysis of each venue was carried out to determine if each facility and its existing waste removal contractor had sufficient capacity for the additional Olympic activity. If additional service—either maintenance or hauling—was needed, additional contracts were negotiated. In most cases, particularly at college locations, the existing maintenance department was used.

Venues without existing waste removal contractors were handled directly by Waste Management. Additionally, at all times during the Games, Waste Management provided extra vehicles for emergency service.

**Venue Operations
and Administration**

9 This scaffold marks the pedestrian entry point.
10 Concession stands at Exposition Park.



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Contracts were based on trash quantity predictions ranging from .50 to .75 pounds of trash per spectator which proved to be accurate.

Waste Management used a total of 19 trucks to service the following venues: Coliseum, UCLA, USC, Sports Arena, Rose Bowl, Exposition Park and the Shrine Auditorium food preparation site.

A breakdown of the quantity of waste hauled and stadium capacity for the venues serviced by Waste Management follows:

Site	Pounds	Attendance (turnstile counts)
Exposition Park	275,000	2,400,000*
Los Angeles Memorial Coliseum	601,100	1,037,374 (Athletics) 164,419 (Ceremonies)
Los Angeles Tennis Center/ Pauley Pavilion/UCLA	116,300	175,112
Los Angeles Memorial Sports Arena	320,000	227,741
Swim Stadium/USC	108,000	304,028
UCLA Village	646,700	3,684**
USC Village	778,000	5,689**

*Assumes 150,000 people per day for 16 days
**Total village population, includes athletes and team officials

During the Games, venue management provided good supervision and few large problems were encountered. A total of 2,660 contract staff were utilized to staff all venues and villages.

37.04 Special projects

37.04.1 Exposition Park

Exposition Park was designated to be a center of Olympic activity and served three venues—the Coliseum (athletics), the Sports Arena (boxing) and the Swim Stadium at USC. The park property totals 133 acres and contains four museums, a rose garden, the Sports Arena and the Coliseum as well as large open areas. The park is bordered by Exposition Boulevard to the north, Figueroa Street to the east, Vermont Avenue to the west and Martin Luther King Boulevard to the south.

The practical need to operate an activity and entertainment center such as Exposition Park was apparent for several reasons. The athletics competition schedule dictated that the audience leave the stadium: a period of three hours was usually scheduled between sessions. It was estimated that a peak crowd of more than 80,000 people could enter the park between the morning and afternoon sessions and the surrounding neighborhood did not provide any other major attractions

that could have accommodated that number of people. Even when the Coliseum was filled, there were still ten to twenty thousand people enjoying the activities in the park.

Additionally, given the scattered nature of the Olympic venues, the park provided a central place where people could go to feel the general ambience of the Games. Though it was impossible to actually count the number of people present, 150,000 people in the park on any one given day was not unusual.

The number of people viewing events in the Coliseum (92,000 twice a day) and Sports Arena (16,000 twice a day) required that careful transportation planning be part of any program. In order to facilitate the movement of the RTD and charter buses to the Exposition Park area, a traffic management plan was developed for the area and the surrounding five miles. The plan consisted of the following:

- Freeway off ramps nearest the Coliseum were designated as bus-only off ramps during the period of the Games. The Vermont Avenue exit from the Santa Monica Freeway and the King Boulevard exit from the Harbor Freeway were so designated.
- Vermont Avenue from Washington Boulevard (just north of the Santa Monica Freeway) to King Boulevard near the Coliseum was designated a bus priority street. Similarly, King Boulevard was designated as a bus priority street from Broadway (just north of the Santa Monica Freeway) to Vermont.
- LAOOC constructed two bus terminals immediately adjacent to the Coliseum. A permanent transit facility was constructed on the east side of the Coliseum between the peristyle entrance and Figueroa Street. This facility was constructed by creating a short roadway connecting North and South Coliseum Drive within Exposition Park and provided a bus-only loop entered from the intersection of 39th and Figueroa. Loading spaces for 20 buses were provided at the east transit terminal.

- A temporary transit terminal was constructed on the west side of the Coliseum immediately west of Menlo Avenue between 39th Street and Leighton Street. Buses entered at the south end of the terminal from Leighton Street and exited at the north end via 39th Street. This terminal consisted of three lanes of 10 loading spaces each, for a total of 30 bus loading spots.
- Jefferson Boulevard between Vermont and Figueroa was restricted to automobile access. To facilitate automobile traffic Figueroa and Flower Streets were converted to a one-way operation.

During the Games, the traffic management plan worked extremely well. Buses received priority treatment and were able to handle the number of passengers who rode buses due to the parking shortage in the area. All Park parking lots not used for operations and storage were dedicated to charter bus parking.

The Olympic Look was heavily used in the park to create a fair-like atmosphere. As well as providing uniquely designed concession facilities, the LAOOC decorated the park with over 100 banners and nearly as many painted sonotubes used as markers and in colonnades.

Approximately 70 trees were installed to decorate North and South Coliseum Drive. Five special murals, each 50 feet in length and designed by artist Jon Van Hamersfeld were hung on the back of Coliseum concession stands which faced the park. Eighty-four thousand potted flowers were placed in the park, often in patterns resembling stars and rings. Pavement painting was added to both Coliseum Drive and State Drive.

Decorated scaffold towers were erected at four public entry points—off Martin Luther King Boulevard at the Sports Arena, off Figueroa Avenue between the Aerospace and Afro-American Museums, off Exposition Boulevard east of the Rose Garden and the largest, 135-foot high, at the intersection of Menlo Avenue and 39th Street, just to the northwest of the Coliseum. A fifth scaffold entry tower was erected at the VIP/Olympic Family entry south of the Coliseum on Hoover Street. Pedestrian spectators were directed by signs and fence graphics to pass through or by these towers for entry.

A gateway statue by artist Robert Graham was installed to commemorate the 1984 Games, and the plaza in front of the peristyle was renovated with benches and planting areas in time for the unveiling on 1 June 1984.

Spectator services in the park included food and novelty sales, public information, entertainment and first aid. These services began opening in a phased sequence at 0700 hours and closed at approximately 2200 hours daily.

One hundred and eight 10-foot-square specialty tents were distributed in groups of one to five throughout the park to house novelty and refreshment concessions. They were provided with power, lighting, counters and signage. The majority of the stands were located on Coliseum Drive.

Nine concession coordinators, all LAOOC volunteers, managed the contracted concession personnel, numbering almost 1,000. The concession coordinators' responsibilities included: food and novelty stands, checking prices, verifying opening and closing times, monitoring all operations, enforcing park rules and regulations, observation of Park activities and informing unauthorized vendors of violations.

The food sales were divided between a centralized facility (the Food Bazaar) and numerous (60) tent kiosks distributed throughout the park. A limited menu on a high volume, fast turnover basis was served. The bazaar area was projected to serve 6,000 people per hour and the choices were limited to five different cold platters, chips and soft drinks. All of the cold platters were prepared off-site and delivered to the bazaar area. The Bazaar itself was located in the parking lot north of the bus loop and south of the State Museum. Under three 40-foot-square tents supported by a 110-foot-high aqua tower were five serving counters. A service yard housed five storage trailers. The addition of 46 (20-foot) square tents with sonotube legs and valances were placed in clusters near Coliseum Drive and provided picnic table seating for nearly 2,000. The LAOOC also distributed 400 concrete benches throughout the park. Overall, the food and beverage concession operation was successful. Over the 16-day period, approximate sales at the individual concession stands and the Food Bazaar were \$589,496 and \$223,598, respectively. Revenues from food sales may have increased from beverage-only service lines.

Venue Operations and Administration

Novelty concessions included licensed products sold by 31 LAOOC licensees and by MCA/FMI. Total merchandise and program sales over the 16-day period were \$2,079,308. The types of novelties sold included:

- Sport bags and caps
- Beach towels
- Jewelry
- Balloons
- Bumper stickers
- Crystal
- Stationery products
- Character watches
- Key chains
- Cloisonne pins
- Flags and pennants
- Ceramic mugs
- Belt buckles
- Posters
- Playing cards
- Stamps

A more extensive public information program was planned for Exposition Park than at any other site. Information staff serviced the spectator needs for the Coliseum and Sports Arena as well as the arriving and departing Swim Stadium spectators. Approximately 9,000 questions per day were answered and approximately 30 percent of the questions required responses in languages other than English.

Nine public information kiosks were placed throughout the park. Two kiosks were located at the west side of the park to handle the majority of the spectator arrivals via public bus transportation. Two booths were located near the main entrance of the Coliseum and another near the main entrance of the Sports Arena. Five booths were located near the main street boundaries—Figueroa and Exposition.

Exposition Park was the only venue to use paid public information staff. A total of 66 employees were used; 22 were paid. Thirty-nine were language qualified as follows: bilingual, including: Spanish, ten; French, ten; Japanese, five; German, four; Chinese, four; Italian, two; Dutch, one; Portuguese/Romanian, one; Sign Language, one; Swahili, one.

The entertainment program made a significant contribution to the overall image of the park. The initial concept for entertainment in Exposition Park was to provide a pleasant atmosphere during the periods between the morning and afternoon sessions of the events taking place at the Coliseum, Sports Arena and USC Swim Stadium. This atmosphere of celebration not only kept the visitors amused but, together with the decorations and souvenir and food kiosks, produced an extension of the spirit of the Games of Los Angeles. The entertainment was later expanded to include a two-hour period following the Coliseum's evening session to accommodate spectators waiting for buses and a two-hour period following the Coliseum's morning session to accommodate spectators eating at the Food Bazaar.

The entertainers themselves were chosen from a large pool of talented groups and presented an excellent mix of entertainment which well-represented the multi-ethnic culture of Los Angeles. The program was organized in a short time frame with a modest budget. The format included wandering entertainers performing during daytime hours throughout the park and in the rose garden area. Sixty groups totaling 714 performers gave 127 performances over the 16-day period. The types of performances can be divided into six broad categories as follows:

- Classical/semi-classical music; five groups
- Dance; 17 groups
- Ethnic/traditional music; 16 groups
- Jazz; 13 groups
- Mime/juggling; seven groups
- Other (Marching Drill Team and "Signing" to Music); two groups

First aid was available to provide emergency health care for Exposition Park visitors. Two first aid tents were equipped and staffed to take care of any level of individual problems with off-site response capability for any major multi-casualty incident.

Additional spectator services included:

- More than 400 restrooms and 60 coin-operated (pay) telephones available for public use.
- Sponsors and related organizations had facilities on Coliseum Drive. The U.S. Postal Service had three—24 foot x 26 foot modules and an outdoor cancellation area. AT&T put up a prefabricated calling center. American Express moved in a redecorated drive-in bank. The U.S. Treasury built a specially designed kiosk to sell Olympic coins. Additionally, LAOOC sponsor Anheuser-Busch exhibited their Clydesdale horses northeast of the Rose Garden.
- Four new facilities were planned by the Los Angeles county Museum of Science and Industry in addition to the refurbishment of their existing galleries and exhibits: a new Aerospace Museum, the nation's only Afro-American museum, and a Space Garden featuring a historic look at airplanes and spacecraft and the IMAX theater.

Security at Exposition Park was provided by both private security and law enforcement as at other venues. During the pre-competition period in Exposition Park, there were nine security guards working during the day shift and 18 guards working the evening and midnight-to-early morning shifts. As Exposition Park became

Olympic in appearance, deployment of guards increased to 85 on the day and evening shifts and 45 on the graveyard shift. The Los Angeles Police Department Exposition Park Task Force deployed officers on six overlapping shifts reaching a peak of 78 officers at 1500 hours daily. Security at the park worked well and no major problems were encountered. Even with the enormous volume of people present at any one time in the park, there was no mass crowd behavior. The mood of the people was relaxed and accommodating.

37.042 Services for the physically challenged

The LAOOC's goal was to allow physically challenged individuals—athletes, as well as spectators—every opportunity to share in the excitement of the Games. To accomplish this, the LAOOC obtained approval to include a women's 800-meter and men's 1500-meter wheelchair exhibition event in the Olympic program. Additionally, a variety of steps were taken by the LAOOC to ensure that the physically challenged enjoyed equal access to the Games of the XXIIIrd Olympiad.

The first of these steps was the establishment of the Handicapped Services Department in June of 1983. The department opened with a director who was assisted by the Occupational Therapy Department of Daniel Freeman Memorial Hospital in Inglewood, California. In addition, the director consulted with several other sources such as the Occupational Therapy Association of California, the LAOOC Advisory Commission for Disabled Persons with Disabilities, representatives of the physically challenged community in state, county and local government and local non-profit groups which offer assistance to the physically challenged. It was in cooperation with these qualified groups that the LAOOC developed and enacted policies designed to ensure that the Games were accessible to the physically challenged.

The Ticketing Department, with the assistance of the Handicapped Services Department, developed policies for physically challenged seating to meet the requirements of Title XXIV of the California Administrative Code for both ambulatory and non-ambulatory persons. The LAOOC added wheelchair seating space, wherever possible, at venues which pre-dated the code provisions. Seating for the ambulatory was provided throughout all price selections at each venue in easily accessible seats; non-ambulatory, or wheelchair seating, was located in one specific area at a price equivalent to the lowest ticket price for that session. At most venues, attendant seating for those persons accompanying wheelchairs was side-by-side and folding chairs were provided. One attendant was allowed per wheelchair.

Due to the interest of wheelchair-bound spectators to view the wheelchair exhibition races, overflow seating on the field of play level was offered to the Thoroughly Confident Drill Team and spectating wheelchair athletes.

One of the major responsibilities of the Handicapped Services Department was the evaluation of each of the 23 venues for handicapped accessibility. The Handicapped Services Department reviewed each venue during the venue development process. The director of the department and staff from the Occupational Therapy Department of Daniel Freeman Memorial Hospital reviewed each site plan with the architect and toured the site. In addition, the Advisory Commission for Disabled Persons made an independent review of many of the venues and submitted a report of its findings to the handicapped services director. Areas evaluated included vehicular access and parking, accessibility to seating, concessions, toilets and telephones and the placement of signs displaying the international symbol for the disabled.

Although competition sites constructed by the LAOOC, specifically the Velodrome and the USC Swim Stadium, were easily accessible for the physically challenged, accessibility at some of the other venues was found to be difficult or impossible. This was particularly true at venues which pre-dated Title XXIV of the California Administrative Code. To correct this, construction modifications were made to include the installation of ramps or portable lifts. While most of these modifications were temporary, permanent modifications were made at California State University at Fullerton (handball) and East Los Angeles College (hockey). At Fullerton, ramps were built to make the main entry of Titan Gymnasium accessible. At East LA College, the stadium was modified to accommodate the physically challenged by providing seating and accessible restroom facilities. Additional ramping and telephonic modifications for the hearing impaired were also added in other areas of the campus.

Where existing provisions were judged insufficient for LAOOC needs, additional restroom facilities (portable), telephones and parking spaces were added.

The following table gives the seating capacity and the number of wheelchair seats at each venue.

Sport/Site	Seating capacity	Wheelchair seats
Archery: El Dorado Park	4,500	45
Athletics: Coliseum	92,800	150
Baseball: Dodger Stadium	57,300	76
Basketball: The Forum	17,500	28
Boxing: Sports Arena	5,700	54
Cycling: CSUDH Velodrome	8,500	42
Equestrian: Santa Anita	33,500	65
Fencing: Long Beach Convention Center	3,000	26
Football: Rose Bowl	103,300	48
Harvard	30,500	21
Annapolis	30,000	24
Stanford	84,900	36
Gymnastics: Pauley Pavilion/UCLA	10,800	16
Handball: CSU Fullerton	3,400	15
Hockey: East LA College	20,500	30
Judo: CSU Los Angeles	4,400	19
Modern Pentathlon: Coto de Caza	7,500	52
Rowing/Canoeing: Lake Casitas	10,000	53
Swimming/Diving/ Synchronized Swimming: USC Swim Stadium	17,200	56
Water Polo: Pepperdine University	5,000	20
Tennis: Los Angeles Tennis Center/UCLA	8,800	20
Volleyball: Long Beach Arena	12,000	24
Weightlifting: Gersten Pavilion/LMU	4,200	42
Wrestling: Anaheim Convention Center	7,300	20

On occasion, security requirements created logistical problems for the physically challenged. For example, at Opening Ceremonies, the additional security required for U.S. President Ronald Reagan's attendance created a situation where the area for handicapped individuals was on the opposite side of the Coliseum from where they entered. Because construction modifications could not solve these types of problems, it was decided that the Handicapped Services Department should develop a volunteer program which would offer further assistance to the physically challenged.

A volunteer coordinator was added to the Handicapped Services Department to recruit, orient, train and schedule volunteers. Recruitment was accomplished by means of a letter of invitation directed to the major Southern California rehabilitation facilities to reach allied health personnel currently working with the physically challenged. Training sessions were held at Casa Colina Hospital, Rancho Los Amigos Rehabilitation Center and Daniel Freeman Memorial Hospital to instruct volunteers on LAOOC policies and procedures, venue specific

information, sensitivity training on the various disabilities and the mechanics of orthopedic equipment. Volunteers wore the blue and gold uniform also worn by ushers, with the addition of a magenta armband displaying the international symbol for the disabled. The number of volunteers needed was determined by the number of wheelchair seats per venue which ranged from two to ten per venue. There were a total of 185 volunteers.

Each volunteer had multiple venue assignments and was accredited accordingly. A flying squad of three individuals were used to trouble-shoot and respond to venue-specific problems as they developed.

Volunteers provided physically challenged individuals with assistance with venue ingress and egress, emergency sign language interpretation, concession needs and restroom access. At the outdoor venues, such as swimming, volunteers offered wet towels because of the heat and provided hats for shade. Volunteers



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were located between the handicapped parking areas and wheelchair seating area. A total of 35 wheelchairs were distributed among the venues for the volunteers' use in assisting physically challenged individuals from the parking area to their seats.

The LAOOC also recognized the need to develop a guide which would provide the physically challenged community with the information necessary to help them make the appropriate decisions regarding their functional mobility at the Olympic venues. The LAOOC Handicapped Services Department, again in conjunction with Daniel Freeman Memorial Hospital and the Occupational Therapy Association of California, developed such a guide. At the same time, Daniel Freeman Memorial Hospital developed and published a brochure entitled, "Access Able L.A.: A Guide for the Disabled," which contained information and resources regarding accessibility to a multitude of sites around and about L.A. (including entertainment, motels, shopping, restaurants and other points of interest.) It also contained information regarding wheelchair repair, medical supply stores, transportation, car rentals with hand controls and other travel related needs.

11 The first and third place finishers of the 1500-meter wheelchair exhibition event.

12 Physically challenged athletes at the USC Village.

Venue Operations and Administration

This collaborative effort by Daniel Freeman Memorial Hospital, the Occupational Therapy Association of California and the LAOOC was not only to inform the physically challenged, but also to elevate the awareness of the general population as to the needs and rights of challenged individuals.

A convenient pocket-size brochure entitled, "Physically Challenged Access," contained important facts about services available at all venues, an evaluation of each venue based on information gained during the venue development process, an introduction to the 1500-meter exhibition wheelchair race for men and 800-meter race for women, ticket information for the Games and the Olympic Arts Festival for both ambulatory disabled and wheelchair users, instructions on how to obtain the access guide developed by staff at Daniel Freeman Memorial Hospital and a freeway map showing all 23 Olympic sport venues. Telephone numbers for LAOOC public information, Daniel Freeman Memorial Hospital and for the deaf and hearing impaired were included.

Daniel Freeman Memorial Hospital printed 25,000 copies of the brochure and distributed 10,000 of them along with "Access Able L.A." The LAOOC distributed the remaining guides to physically challenged ticket purchasers. The access guide was also available at several local agencies which served the physically challenged. The Braille Institute received a copy for brailleing.

Guide instructions pertinent to all venues included:

- Trained volunteers would be at each venue to assist, wherever possible, persons with disabilities.
- Sign language interpreters would be available to the hearing impaired to assist in emergency communications.
- First aid stations and public information booths would be available at each venue. U.S. Post Offices at each venue would be ramped.
- Handicapped parking was available at every venue. It was recommended that arrival times be at least one and one-half hours prior to the start of the competition session.
- When attendant seating was located next to the wheelchair seating, only one individual was allowed to accompany each person in a wheelchair.

The one-page accessibility evaluation for each venue reviewed parking facilities, restrooms, telephones and water fountains at each site. Accessibility symbols were used for each of these four areas of consideration. If the symbol was present, it signified that State Building Code regulations regarding handicapped access had been satisfactorily met. If the symbol was not present, special information was listed describing the level of accessibility.

California State Building Code regulations for the four areas included:

- Parking; specially designated handicapped parking areas provided near the entrance to the facility with spaces measuring at least 12 feet in width.
- Restrooms; non-stair path leading to the restrooms, with corridors and entrances which are at least 32 inches wide. Stall doors must measure at least 32 inches wide and the stall itself must be at least 36 inches wide. There is at least 48 inches clear in depth in front of the toilet, allowing closure of the door behind an occupant in a wheelchair. Grab bars must be present and the sink height must be adequate to accommodate a person in a wheelchair.
- Telephone; the height of the coin slot must measure no more than 54 inches, and an open space measuring at least 30 inches by 48 inches in front of the telephone must be provided to allow access for a person in a wheelchair.
- Water fountains; there must be adequate knee clearance for a person in a wheelchair or water dispensers must be provided.

Only one of the venues, the Rose Bowl, met all of the above criteria. Two of the venues met three of the four criteria, and the remaining sites met only one or two of the criteria. An example of the venue evaluations in the physically challenged brochure follows:

"Titan Gymnasium: California State University, Fullerton

Parking is located on the East side of Lot B. This lot can be accessed from State College Drive. A curb cut is available at the northeast corner of the parking lot. The handicapped entrance and ramp are at the northwest corner of the building. Handicapped seating is on the floor in front of the bleachers at the northwest and southwest ends of the court. Attendants may obtain folding chairs from Handicapped Service volunteers in order to sit in the wheelchair seating area. The most accessible restrooms are located in the lobby just outside the northwest side of the competition court and handicapped portable toilets have been installed outside near the handicapped entrance to the building. Concessions are in the lobby and outside in the spectator area. Telephones are located adjacent to the westside entrances.

Water fountains are available in the lobby, but may be difficult for persons with disabilities to access."

Another collaborative effort to aid the physically challenged was the community-based shuttle service provided by the Good Shepherd Center for Independent Living, a South-Central Los Angeles organization. It provided the physically challenged community door-to-event shuttle service to the Coliseum, Sports Arena, USC Swim Stadium and The Forum. Shuttle schedules were arranged by a transportation coordinator added to the Handicapped Services Department. This service was exceptionally helpful and was well received.

By design, original ticket order forms did not include a place to note handicapped seating. When ticket acknowledgements were sent out, special instructions were given explaining the process to request a special seat and a form was included which requested the type of seat needed: wheelchair, wheelchair with aide or other and a place for explanation. It was noted that a copy of a doctor's certificate or equivalent might be requested by the LAOOC at a later date.

In March 1984, the LAOOC announced the addition of the first wheelchair events ever to be included in the Olympic Games and policies designed to ensure the physically challenged spectator access to the Games:

- The LAOOC would accommodate all reserved and wait-listed ticket requests received at that date for wheelchair spaces in all sessions. For sold-out sessions with wheelchair space still available, the LAOOC would review its files for wheelchair-bound applicants who failed to get tickets in the random selection process, and eligible customers would be notified that their orders can now be filled. Special seating would be provided for wheelchair users.
- The price of all physically challenged seating, both wheelchair and ambulatory, was set at rates equivalent to the lowest-price ticket for that session, and refunds were made accordingly.
- Parking for physically challenged spectators would be provided as close to the competition venues as possible, with parking attendant service at each venue to direct challenged spectators to special

parking areas; the word "wheelchair" would be printed on the tickets for individuals needing special parking.

- In addition to wheelchair spaces allocated through the mail-order ticketing system, about 1,000 wheelchair spaces were to be filled through the Olympic Patron Program. This program was created to provide a means for thousands of youth, senior citizens and physically challenged persons who might otherwise be unable to attend the Games, to go as guests of the LAOOC. Recipients were selected by the LAOOC Youth Services Department with the assistance of the Handicapped Services Department.

Tickets were accompanied by a "Ticket Buyer's Guide" explaining specific information for the physically challenged, such as parking, the availability of handicapped services volunteers and where to request a copy of the physically challenged access brochure. Tickets for wheelchair seating and accompanying aide seating were specially marked. The accompanying aide was required to have the specially marked ticket and was provided a folding chair by a handicapped services volunteer. Ambulatory physically challenged persons received specially marked tickets for assigned seats in easily accessible areas.

Because tickets were ordered so far in advance of the Games, conditions arose where spectators who did not request special wheelchair seating required it, and spectators who required wheelchair seating no longer needed it, and preferred a seat. When this occurred, venue management exchanged the spectator's ticket. The LAOOC did, upon request, issue a refund for the difference in cost between a seat and a wheelchair space.

It is recommended that original order forms have a place for a person to request a "wheelchair seat." This would allow easier identification and more time to be sure the correct tickets are received.

In summary, the combined impact of the services provided for the physically challenged spectator far exceeded the level of service found at almost any prior sporting event. Construction modifications, the volunteer program, the shuttle service, specialized access brochures and the quantity of physically challenged seating and parking afforded the physically challenged community an excellent opportunity to experience the Games first-hand.

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¹ The LAOOC's youth archery program raises interest in a sport that is little known to most Southern Californians.

38.01 **Concept and goals**

The Los Angeles Olympic Organizing Committee's approach to youth programs in the Games of the XXIIIrd Olympiad differed significantly from those of past organizers in that an academic, cultural and sports program extending over a four-year period was offered to area youths rather than the usual three-week program centered around the Games themselves.

Previous Olympic organizers had developed International Youth Camps as part of the Olympic program, and had from 1,000 to 1,700 young men and women, aged 15–25, participate in a three-week-long program focusing on sports, cultural exchanges and activities and attendance at Olympic events.

In a radical break from a tradition that dated back to 1912, the LAOOC sought to expand the youth program offerings beyond the traditional three-week Youth Camp into a four-year series of programs designed to involve thousands of youngsters. Moreover, the LAOOC decided not to host a youth camp at all, but rather, put their energies toward long-lasting educational, cultural and sports offerings involving more than one million youths, aged 12–17, in activities that would bring the children into the Olympic movement well before the Games and would keep them interested in and motivated by the Olympic spirit both during and in the years after the Olympics.

The LAOOC presented its Youth Program ideas to the International Olympic Committee in Moscow on 16 July 1980, and received approval to initiate its plan. Following the Moscow IOC meeting, a Citizen's Advisory Commission on Youth Activities was chosen. It was composed of individuals interested in youth activities from city and county government, private agencies and school districts. The group was charged with completing an assessment of youth sports participation in Southern California.

The results of the assessment indicated that 90 percent of the youth surveyed engaged in baseball, football (soccer) or swimming, but that

participation was extremely low in other Olympic sports. The study also showed that once youngsters reached the junior high school level (age 12), organized sports activities existed only for a minority of elite athletes and that there was little or no organized activity for the majority of youth.

At this point, the goals of the Youth Programs Department became clear. A program would be developed to encourage youth to learn about the Olympics, to participate in Olympic-related activities, and most of all, to continue their involvement after the Games ended.

To this end, the LAOOC developed sports, educational and cultural programs targeted primarily for the 12 to 17-year-old age group. Programs were developed for sports which were lesser known in Southern California so area youngsters could understand the Olympic Games, identify with the athletes and begin to develop interest and expertise in a variety of sports for future Olympic Games participation.

The second goal of the program was to leave a legacy for youth activities in Southern California by donating sports facilities, equipment, educational material and teachers' guides to school districts, municipalities and private organizations.

The final goal of the Youth Programs Department was to enlist the financial help of sponsors to make all of the programs self-supporting.

38.02 **Development of the Youth Program scope**

38.02.1 **Patronage for existing programs**

The Los Angeles Olympic Organizing Committee decided to begin the Youth Sports Program in the spring of 1981 in connection with the ARCO Jesse Owens Games. The ARCO Games had been an existing national track and field program for 15 years and had drawn participants from neighborhood recreation departments, Boys and Girls Clubs and local schools. The LAOOC saw it as a model existing youth sports program because it already had a wide base of participation.

The concept of using existing, well established youth programs benefited both the LAOOC and the respective organization. The youth program was provided with immediate identification with the Olympics through LAOOC-sponsored programs which often included appearances by *Sam the Olympic Eagle* and former Olympians during competitions and awards ceremonies and the use of special promotional materials. The LAOOC benefited from the agreement by becoming involved with an already existing program and instantly exposing a strong youth cadre to the spirit, rules and traditions of the Olympics and Olympic sports.

In patronizing existing youth programs, the LAOOC became the catalyst that brought different agencies together for the advancement and growth of youth sports. The best example of such work occurred in football (soccer). Before the LAOOC became involved, two powerful youth soccer organizations existed in Southern California: the American Youth Soccer Organization and the California Youth Soccer Association.

There was a great deal of animosity between the two because one group had never been affiliated with the national governing body and the other had. The groups were organized independently of each other, but both drew competitors from the same areas in Southern California.

The LAOOC decided to host one tournament and invite teams from both organizations under the sanction of the United States Soccer Federation. In 1980, the first tournament was hosted but teams from only one organization competed. The second year, however, both groups participated and began a most successful three-year series of local and regional tournaments. During that time, more than 47,000 boys and girls were able to participate in an Olympic-related celebration, and the LAOOC was able to bridge the gap between rival organizations to benefit youth football.

A different goal was reached with the LAOOC's participation in youth swimming. Thousands of young swimmers have historically competed in recreational programs in Southern California for various city, county and private organizations. Most swimmers competed only during the summer months.

The LAOOC brought together six youth swimming organizations in 1981 and, with the McDonald's Corporation, hosted the first Olympic Youth Swim Meet. It was the first event where all youth swimming organizations in Southern California were invited to compete in one large swim meet. It also provided the framework for different agencies to combine their efforts to produce one event. Other goals of the swim program were to stimulate interest of the youth athletes on a year-round basis, to promote participation in the meet the following year and possibly inspire training for future Olympic Games.

The program was held annually for four years. The 1983 competition was the first swim meet held in the newly constructed Olympic pool at the University of Southern California.

38.02.2 **Sponsor support for new programs**

All of the Youth Program offerings were made possible through sponsorship agreements with various companies and corporations. Approximately one-half of the official Olympic sponsors agreed to sponsor youth activities as part of their commitment to the LAOOC. The agreed-upon credit for their youth involvement, in most instances, became the operating budget for the



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appropriate unit of the Youth Programs Department. This helped the LAOOC realize the goal of eventual self-support for all of its youth programs.

Original Olympic sponsors were selected after careful research and, in most cases, only if they had a clear history of involvement with youth and/or community activities. Some corporations such as Coca-Cola, Converse and McDonald's already had extensive existing community programs and their LAOOC youth commitments merely meant adding the prestige and momentum of the Olympic Games to their ongoing youth programs.

Once the sponsorship was finalized, a representative of the Youth Programs Department met with the appropriate corporate representative to plan which sport or activity to sponsor and the terms of the sponsorship. In most cases, the sponsors did not have the capability of staging youth programs, so they relied on the LAOOC almost exclusively to organize and manage the events.

The LAOOC offered the sponsors high visibility without major advertising

expense, as well as the right to use the title of the program they were sponsoring for their own commercial advertising. For some corporations, such as Atari, Levi Strauss, Coca-Cola and Converse, the participants in the programs represented a primary age group in their market, hence their eager involvement. The image of the Olympic Games associated with their products was also positive for the sponsors.

The sponsors' involvement in each youth activity varied greatly, depending on the state of the program at the time the sponsor became involved. In football, teams, uniforms and the structure of the tournaments were already established. Therefore, the LAOOC and Coca-Cola decided to donate soccer balls, permanent goal posts and linemarkers.

Many of the youth programs had to be started from scratch. The LAOOC was firm in its desire to start youth programs in each of the Olympic sports and in cultural and educational areas as well.

A strong working relationship, begun in 1981 between the Easton Aluminum Company and the LAOOC, epitomized the kind of youth legacy that could be effected by such a partnership. Easton, a local manufacturer of archery shafts, funded the \$325,000 construction of archery ranges at the Cheviot Hills

Recreation Center (opened 24 April 1982) and at the Sepulveda Dam Recreation Area (opened 21 May 1983).

Once Southern California had the facilities, the Olympic Youth Archery Program started attracting youth. The LAOOC paid a local archery instructor to train adult volunteers at both sites and then set up the ranges so they could be run by these volunteer coaches. Designed to expand the level of participation in archery as it is practiced in Olympic Games, the program provided more than 7,000 youngsters with free instruction and equipment from 1981-1984. In addition, the groundwork was laid for the construction of one new archery range each year through Easton Aluminum.

A primary goal of the LAOOC's Youth Programs Department was to forge agreements that would prove mutually beneficial to both sponsors and the youth agencies, recreation departments or clubs. It was anticipated that this kind of successful, highly publicized involvement would nurture continuing support and interest from the sponsor even after the Games had ended and the LAOOC had ceased operations.

2 Sam the Olympic Eagle is a favorite of children of all ages at LAOOC-sponsored youth activities.

Youth Programs



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4



5

3 A group of young boys and girls gather to learn techniques of running.

4 More than 70,000 pieces of art created by 100,000 children are part of the Olympic art program.

5 Children's art, such as shown here, was combined into collages to welcome athletes and visitors to Los Angeles.

Levi Strauss and Company underwrote the project and earmarked \$70,000 as a special awards fund to be divided among schools with the largest percentage of participating students. More than 70,000 pieces of art created by 100,000 elementary school children in Los Angeles, Orange and Ventura counties were judged by a panel composed of men and women active in the Southern California arts community. The panel selected the top students' works for inclusion in 15 large collages, each eight feet by four feet. Welcoming athletes and Olympic visitors to Los Angeles. Throughout the Olympic year, the collages were on display in prominent public places and at the Olympic sites. More than 11,000 individual artworks were given to arriving athletes as special welcoming gifts from the children of America.

First Interstate Bank chose to sponsor art competition for youth in grades seven through twelve (ages 12–18). More than 10,000 students in eleven western states submitted Olympic Sports illustrations in district, county and statewide competitions. Winners of the statewide competitions were forwarded to the LAOOC for grand prize competition and the chance to compete for \$12,000 in scholarship funds. The three grand prize winners' posters were reproduced and displayed with the children's art project winners throughout Southern California.

38.03.2 Band and drill team competitions

The LAOOC sponsored Olympic Youth Band and Drill Team competitions for 39 schools from 1982 through 1984. In 1984, high school entertainment units from Los Angeles, Orange, Ventura and Riverside counties competed for the coveted title of "Official Olympic Youth Band."

Each year the winning band and drill team had the opportunity to play at many pre-Olympic ceremonies and events, including the opening of the McDonald's Olympic Swim Stadium, the Murray/7-Eleven International Cycling Invitational and the dedication of the track at the Los Angeles Memorial Coliseum.

38.04 Educational programs

The educational programs developed by the LAOOC reached more than 500,000 students from 1981–1984. The offerings consisted of curriculum materials and workshops, Academic Decathlon competitions, the distribution of the "Olympic Youth Handbook" and an Olympic Encounter program.

38.03 Cultural programs

The cultural component of the Youth Program included art competitions and projects for children and teenagers, as well as band and drill team competitions for secondary school students.

In 1983, the Citizens' Advisory Commission on Youth Activities recommended that the LAOOC provide activities for all Southern California youth, not just the sports-minded. The recommendation became one of the strongest goals of the Youth Programs Department. The LAOOC tried to provide a well-rounded offering of programs and events that would touch the greatest number of youth, regardless of which school they attended, how well they did on the playing field or which musical instrument they played.

38.03.1 Art competitions and projects

As with other Youth Program elements, the cultural component used corporate sponsors to maximize its exposure and offerings.

Levi Strauss and Company was asked by the LAOOC to develop a community involvement project. Levi's chose to create a project that would bring the values of the "Olympic Spirit" to very young children and would benefit the school systems in Southern California.

The Levi's/LAOOC Olympic Children's Art Project was launched in February 1983, with the mailing of almost 10,000 packages of classroom materials to teachers who had requested them. Confined to grades one through six (ages 6–11), the packages detailed the history of the Games, cited outstanding examples of Olympic spirit drawn from past Games and integrated this information into the fine arts curriculum.

The goal of the educational offerings was to urge the schools to educate the students of Southern California about the Olympic Games and ideals of the Olympic Movement. The LAOOC wanted the youth community to become familiar with the general history of the Olympic Games and the Olympic principles of self-respect, mutual understanding and international friendship. The program received wide support from school administrators, curriculum specialists and teachers.

38.04.1 Curriculum enrichment materials and workshops

The LAOOC was able to capitalize on two projects previously funded by the United States Office of Education to benefit its educational program offerings. Originally developed by the United States Olympic Committee, the curriculum enrichment project tied a number of academic fields to the Olympic Games. The curriculum program from kindergarten through grade six was carried out by the New York State Department of Education. The program for students in grades seven through nine was conducted by Georgia State University with the cooperation of the Georgia State Department of Education. Once the materials were field tested in both states in 1980, the information was revised and edited into a uniform style and format.

Whereas the United States Olympic Committee had printed only 5,000 copies of the old curriculum materials, the LAOOC was able to take the tested information, revise it slightly, reprint it and provide a helpful classroom edition in a relatively short time. The LAOOC had more than 50,000 copies of the materials printed, and in 1983, the project expanded to include grade levels ten through twelve (ages 16–18).

The curriculum program was designed to assist the teacher who had limited time for research into Olympic matters. It offered a practical application of Olympism as an educational program designed to capture the values inherent in competitive activity while enhancing the regular instructional objectives of the classroom.

In addition to the curriculum guides, other background materials were provided to educators who requested them. Items such as pamphlets describing the history of the Games, newsletters, venue maps, art packets, posters and media guides were mailed to more than 16,000 teachers and librarians in the United States and abroad during the 1983–1984 school year.

To introduce educational materials to teachers and administrators, the LAOOC sponsored eight "Olympic Curriculum Workshops" in cooperation with the offices of the superintendents of the Los Angeles County, Los Angeles Unified, Orange County and Ventura County School

Districts. Offered during the 1983–1984 school year, the workshops were designed to enrich studies in art, health education, language arts, mathematics, music, physical education, science and social studies.

The workshops were led by local curriculum specialists and youth program staff members, and sessions often included remarks by former Olympians and audio-visual presentations. All sessions of the workshops were offered at no charge, and participants received individual packages of Olympic information supplied by the LAOOC. A total of 1,750 school personnel attended the curriculum workshops.

38.04.2 Olympic Youth Handbook

After two and one-half years of preparation, the Official 1984 Olympic Youth Handbook became available in January 1984. Designed as a student's personal guide to the Games, the publication was distributed to fourth through eighth graders (ages 9–13) in Los Angeles, Orange and Ventura counties.

The handbook was a joint venture of the Junior League of Los Angeles and the LAOOC. It offered youngsters a glimpse into the origin of each Olympic sport, the basic rules of play, description of the necessary equipment and suggestions on how to become involved in each sport.

The Junior League was responsible for researching and writing the handbook. The LAOOC performed final editing duties and arranged for Jeffries Banknote to print more than 500,000 copies. Teachers' guides for different grade levels were also developed and published. These guides tied the curricula of history, science, math and physical education into the Olympic Games.

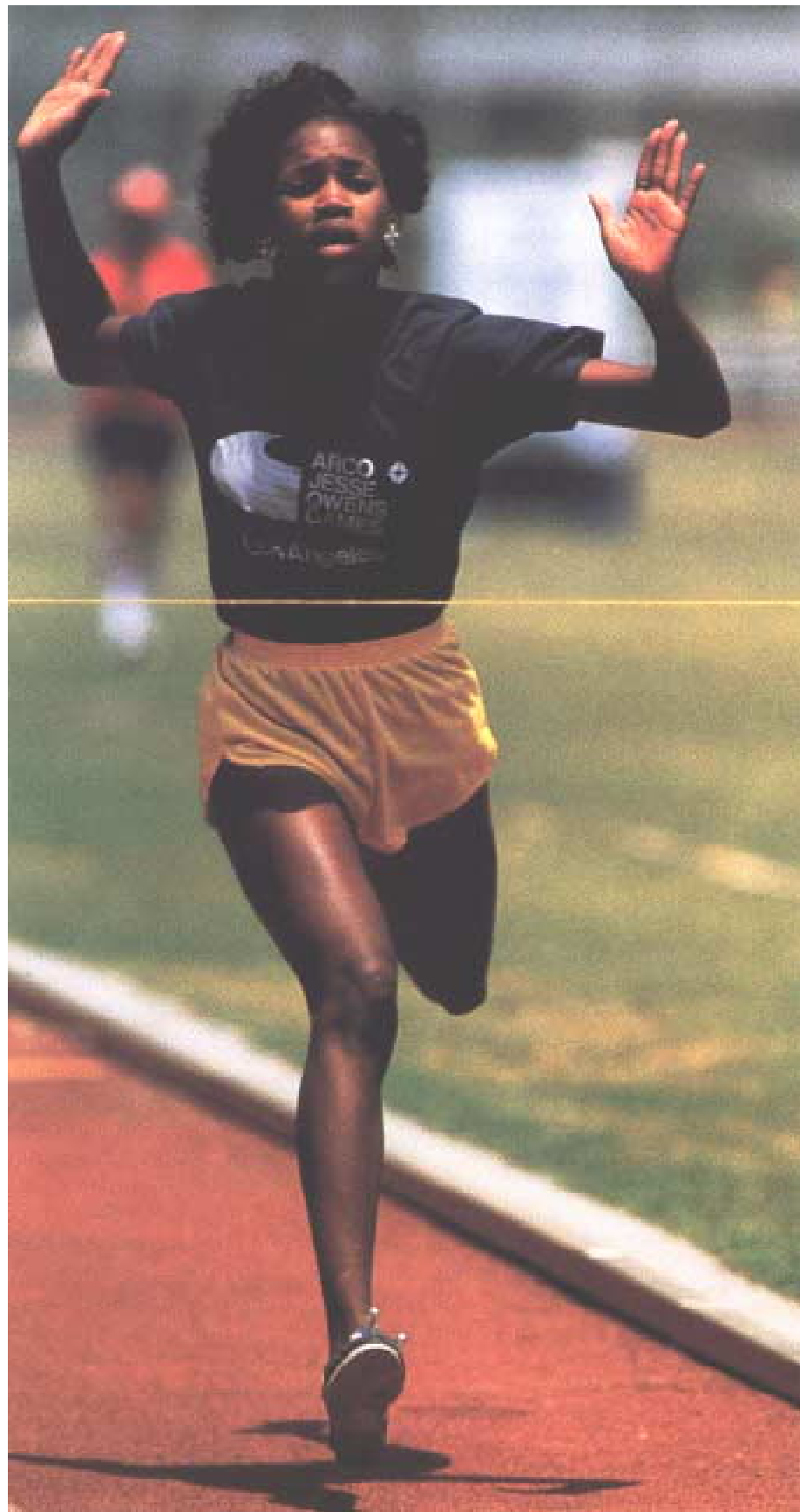
The 170-page handbook was also sent to public libraries in Los Angeles, Orange and Ventura counties for reference use and for normal lending distribution.

38.04.3 Olympic Encounter Program

In 1982, the LAOOC established the Olympic Encounter Program designed for junior and senior high school students. While visiting 100 schools, 1960 Olympic decathlon gold medalist Bill Toomey and 1972 British Olympic decathlete Barry King emphasized the excitement of the Olympic Games as well as an appreciation of the events that would dominate the summer of 1984. Toomey and King also informed the students about the on-going youth program activities and how they could become involved.

The program proved premature in its efforts to educate and excite the youth of Los Angeles about the Olympics. Most of the students knew the events were going to take place, but since the Games were two years away, the program had no real impact.

After the 1982–1983 school year, the Olympic Encounter Program was fused with the Grow With the Olympics program which proved to be very successful.



6 A youngster breaks the tape at one of the LAOOC's youth athletic competitions.

Youth Programs

38.04.4

Academic decathlon competitions

In a program designed to test intellectual strength on the high school level, the LAOOC co-sponsored Academic Decathlon competitions within the Los Angeles Unified School District. In 1981, the first year of competition, 36 Los Angeles high school teams competed in 10 categories. These included: conversation, expository composition, formal speech, career education and consumer awareness, English and literature, fine arts, mathematics, social sciences, physical and life sciences and a super quiz on energy.

Participation in the second Academic Decathlon, held in 1982, increased to 46 schools. The contest determined the Los Angeles Unified School District's representative to the California State Academic Decathlon. The LAOOC also sponsored the first Academic Decathlon for Los Angeles county schools the same year.

With the strong desire to involve as many youth in Olympic-style competition as possible, the LAOOC and Coca-Cola aided the school districts once again in 1983. In the largest Academic Decathlon ever held; all 51 schools in the Los Angeles Unified School District participated. Los Angeles County had 35 high schools participate and, for the first time, 15 Ventura County schools competed. The 1983 competition featured a super quiz on the subject of the "Olympic Games." All three districts sent winners to the California State Academic Decathlon. During the three years of competition, the programs involved more than 2,300 high school students.

38.05

Sports programs

During the period of 1981 through 1984, the Los Angeles Olympic Organizing Committee and its commercial sponsors staged instructional and competitive opportunities in 14 youth sports.

The basic goal of the Youth Sports Program was to expose young people to sports as they are played in the Olympic Games. Many of the sports were familiar to Southern California youth, but others such as team handball were introduced for the first time.

The programs served more than 485,000 young people who were involved in archery, athletics, basketball, boardsailing, boxing, football, gymnastics, team handball, judo, sailing, swimming, synchronized swimming, tennis and volleyball through local or national programming.

A majority of the sports offered instruction and competition for youth 12-17, although some sports offerings were for children as young as seven. All of the programs were designed for both boys and girls.

The basic format of all the programs provided for a registration or enrollment period for each sport. In most cases, the children could enroll independently or through a local recreation center. A period of instruction was followed by actual competition. All programs were offered at no charge.

The athletics, basketball and football (soccer) programs offered national competition. Most of the programs, however, were regional or local in nature. All of the sports programs were offered on a seasonal basis except judo, gymnastics and archery which were offered year-round.

Most of the programs offered instruction and competition at decentralized sites throughout Los Angeles and then scheduled major tournaments which all participants were encouraged to attend. Youngsters were given one hour of instruction for every two hours of instructional tournament play.

T-shirts and certificates or patches were given to all participants in each sports program. At tournaments or meets, youngsters competed for gold, silver and bronze medals in each age group. Olympians were often present at major competitions to address the young participants and award medals.

Youth participation by sport varied greatly. In the sports of judo, sailing and archery, the total participants in each numbered in the hundreds, since the programs were only offered in Southern California, and the sports were not traditionally popular. In the sport of football, however, activities were national in scope. In one tournament during the summer of 1983, 22,000 players participated.

In addition to providing youth with opportunities for sports involvement, the LAOOC was able to leave the Southern California communities with significant amounts of sports equipment. In archery, two new ranges were constructed with help from Easton Aluminum. Other equipment included 300 new basketballs donated mostly to YMCAS, 30 sailboards given to recreation and parks departments, 700 judo mats and 320 judogi to Girls and Boys Clubs and recreation areas, 40 small boats and three whalers with outboard motors to three recreation departments, and assorted other sports equipment to local schools and agencies.

The following is a short description of each of the youth sports programs:

Archery

The Easton Aluminum Olympic Archery Program was designed to expand the level of archery participation as it is practiced in the Olympic Games. The program provided free instruction and equipment to approximately 7,000 young participants. Started in 1981, the program provided youth archers with practice facilities and meets at two newly constructed ranges in Southern California at distances from 18 to 90 meters. The program also provided for the training and development of adult coaches.

Athletics

Youth interested in athletics were able to participate in the ARCO Jesse Owens Games from 1981 through 1984. The program was co-sponsored by the LAOOC. Preliminary competition began in the spring in metropolitan areas throughout the country and ended in late summer with a championship meet to which all regional winners were invited. In the summer of 1984, the championship meet took place in San Diego at the same time the Olympics were being held in Los Angeles. One of the largest and most successful of the youth programs, the Jesse Owens Games, attracted more than 300,000 youngsters up to the age of 15.

Basketball

The Converse Olympic Youth Basketball Tournaments consisted of three-on-three competition for boys and girls ages 12-17. The program previously had used a five-on-five player format, but with the LAOOC's recommendation, Converse changed it. After the change, the tournament attracted more participants since it became easier to form teams. The youth basketball program was one of five sports which did not provide instruction to the participants. Each team consisted of four players, only two of whom could represent the same school. Tournaments were held from 1981 to 1984, involving approximately 65,000 youngsters.

Football

The LAOOC and Coca-Cola sponsored one of the world's largest football tournaments in 1983. The tournament took place during the entire month of August with nearly 750 teams competing in Southern California and another 450 teams entered in Northern California. After three years of competition in California, the program expanded to include two East Coast sites in 1984. The tournaments were held for existing teams only and for players ages 7-19.

The program brought together for the first time teams from the American Youth Soccer Organization and the California Youth Soccer Association. It was a very successful association, under the sanction of the United States Soccer Federation, that benefited both the players and the organizations.

Gymnastics

The American Express Olympic Youth gymnastics program began in 1983 with beginning and intermediate instruction at six gymnastics centers in Southern California. Girls, ages 8-17, were given instruction on the balance beam, uneven parallel bars, vault and floor exercise area. Boys ages, 11-17, learned basic gymnastics routines on the rings, vaulting horse, pommel horse, horizontal bar and floor exercise. Highlights of the program were the local and regional meets where the students competed against their peers for Olympic medals. Gymnastics was perhaps the most popular of the youth programs offered since the classes quickly filled. During the two years of instruction, approximately 1,000 youngsters participated.

Team Handball

The Arthur Young Olympic Youth Team Handball Program posed possibly the largest obstacle to the LAOOC staff. Not well known in America, handball was initially introduced to physical education instructors from Los Angeles Unified School district junior high schools. The workshops were conducted by LAOOC handball staff members for five consecutive weeks, beginning in October of 1983, and were designed to provide instructors with the rules and fundamentals of the game.

As a result of the instruction program, three of the five schools incorporated handball into their school's physical education curriculum. By 1984, the program expanded to include schools in Los Angeles, Orange and Ventura counties. At that time, 19 junior high schools, five senior high schools and two Boys and Girls Clubs were competing.

Besides the instruction for coaches and referees, the program also provided each school with the necessary equipment. It is estimated that more than 8,000 students learned and participated in the game of handball during the program.

Judo

The Maruchan Olympic Youth Judo program began in 1983 at six sites in Los Angeles and Orange counties. The year-round program was oriented toward the beginning judoka. The programs began with the presentation of a judogi to the student after good attendance records had been achieved. The program emphasized basic judo fundamentals for boys and girls, ages 7-17, and offered the youngsters the opportunity to participate in periodic tournaments. Excelling in the tournaments helped the youth advance in belt degrees.

All regularly attending students were registered by U.S. Judo, Incorporated and California Judo, Incorporated in order to be eligible to compete in tournaments. In the first Maruchan Olympic Youth Tournament, open to all club teams and novice judoka, 44 of the 300 participants were novices from the Maruchan program. During the 18 months of the program, 7,000 student were enrolled.

Swimming

The McDonald's Olympic Youth Swim Meet was held annually from 1981 to 1984. The LAOOC was successful in its attempt to bring together six different swimming organizations to work together and stage one large swim meet at the end of each summer.

Each year the championship meet attracted 1,000 recreational-level swimmers competing in freestyle, breaststroke, backstroke and butterfly, as well as freestyle and medley relays. The competition was open to boys and girls in five age divisions ranging from eight and under to 15-17. To enter the meet, students had to meet certain qualifying times in summer swimming activities at local pools.

The 1983 competition was held in the new Olympic Swim Stadium, site of the swimming and diving competition during the 1984 Olympic Games. The meet drew 3,500 spectators.

The program involved more than 35,000 swimmers during the four years. The Buick Motors Synchronized Swimming Meets were held in 1983 and 1984 as part of two multi sport Olympic Youth Sports Festivals. Competition was held for solo, duo and trio routines for synchronized swimmers, with more than 1,500 young swimmers participating during the two-year time span.

Tennis

The Transamerica Olympic Youth Tennis Program was offered to boys and girls, ages 9-17, during the spring and summer of 1984. All participants were taught the basic fundamentals of the game and special clinics were available on strategy and competition. The students met three hours per week.

At the end of the six-week session, a championship tournament was held. All participants also received free membership in the United States Tennis Association, including a one-year subscription to *World Tennis Magazine*. The membership enabled each student to continue playing in tournaments year-round. The tennis program enrolled approximately 1,500 boys and girls.

Volleyball

The Atari Olympic Youth Volleyball Program was established for beginning- and intermediate-level volleyball players ages 12-17. Play was conducted at 17 different sites throughout Southern California. The program attracted young persons from Santa Barbara to San Diego and, in one instance, included teams from Northern California.



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The program format consisted of individual instruction, six-person team instructional leagues and tournaments. The beginning/intermediate tournaments brought together the winners from each site in each of the three age divisions in both boys' and girls' classifications. The program's culminating activity was the Atari Olympic Youth Volleyball Championship which brought together teams in both instructional and open-league competition. The program exceeded the original estimate of 2,000 participants, with approximately 5,500 young persons involved in the volleyball activities.

Yachting

The United Airlines Olympic Youth Sailing Program provided instruction including: safety terms and precautions, boat handling and navigation techniques and introduction to competitive sailing to youths between the ages of 12-17. The program ran successfully for three summers and, in 1984, also included boardsailing instruction.

The courses were organized into five-day sessions which took place at three water sites in the Los Angeles and Long Beach areas. Each summer the most promising young sailors from each site who had received at least 15 hours of sailing and water safety instruction were eligible to be selected as one of 60 participants in the final regatta. The 1983 sailing competition was held on a modified Olympic Triangle Course in Long Beach, site of the 1984 Olympic Yachting competition.

7 The United Airlines Youth Sailing Program provides instruction in boat handling and navigation techniques to young sailors.

Youth Programs



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9

8 Youth certificate of appreciation for participation in the Olympic School Festival.

9 Certificate of appreciation for participation in the Los Angeles Beautification Program.

10 Youths help beautify Los Angeles as part of the Los Angeles Beautiful/LAOCOC coalition.

11 Members of the Olympic Spirit Team take local youths through a workout.



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11

Youth festivals

Besides offering competition and instruction in the individual and team sports, the Youth Programs Department held three Olympic Youth Sports Festivals to expose the youth of Southern California to the festival-type atmosphere of the Olympic Games. Each year the festival was held over a two-day period at a single site and involved up to five different sports. The event was usually held in late summer as a culminating activity to months of instruction and competition.

Each festival included a complete opening ceremony with a parade of athletes as well as awards ceremonies for each individual sport. The program offered different sports each year depending on the facilities available at the site chosen. Athletics competition was offered every year, with a combination of basketball, synchronized swimming, gymnastics, archery, football and judo offered when facilities permitted.

The festivals were for boys and girls, ages 7–18, and attracted as many as 3,000 youths who participated in a single festival and approximately 7,000 youngsters altogether.

The LAOOC youth sports offerings proved to be very popular with the youngsters of Southern California. The LAOOC combined popular sports with the less popular sports in its effort to have the Olympic Games touch as many young people as possible.

The sports offerings were a mix of existing programs managed by established youth organizations and new programs which were initiated by the LAOOC. Most of the sports programs included some instruction and all were offered to boys and girls. Oftentimes the sports included tournament play so the youngsters could experience the competitive ideals of the Olympic Games.

The program successfully accomplished all of its goals with the exception of starting youth sports activities in all 23 Olympic sports. The program did, however, offer some sports over a four-year span which contributed to the tremendous number of youngsters reached overall in the program.

38.06 Special projects

The LAOOC's Youth Programs Department was involved in a number of special projects from 1981–1984. Included in this group were the area beautification projects, the Olympic Youth Liaison Council and the highly successful Grow With the Olympics Program. The goals of each of the special projects were to continue to expose the youth of Southern California to different facets of the Olympic Games as well as to ready the Los Angeles area to receive athletes from all over the world.

38.06.1 Area Beautification Program

The Area Beautification Program was initiated with an agreement between the LAOOC and Los Angeles Beautiful, a community-based beautification organization. Los Angeles Beautiful, along with Armstrong Nurseries, owned the rights to the "Olympiad", the official rose of the 1984 Olympic Games. The beautification program was funded by royalties and other proceeds from the sale of the roses.

The sale of the roses did not generate the revenue that LA Beautiful and the LAOOC had expected to support the beautification project. With what they did have, however, Los Angeles Beautiful planted roses at various venues and training sites. Unfortunately, the roses were red in color, which did not blend with the Festive Federalism colors of the Games.

The Los Angeles Beautiful/LAOOC coalition was more successful at organizing community groups to clean up various parts of Los Angeles. Aimed at beautifying the neighborhoods around the competition and training sites, the group organized local youth and adults to pick up trash and paint over graffiti twice a month.

In the months preceding the Games, Los Angeles Beautiful was instrumental in getting Los Angeles-based businesses and groups to hire local youth to beautify the area. In East Los Angeles, the Coca-Cola Company hired local youth to clean up the neighborhood and outfitted them in Coca-Cola T-shirts and caps for the duration of the project.

The LAOOC assisted Los Angeles Beautiful's effort by meeting with the appropriate groups to suggest various neighborhoods and sites to clean up. The LAOOC was also able to involve many of the community schools in the beautification effort by suggesting that they start individual campus clean-up projects on their own.

38.06.2 Olympic Youth Liaison Council

The Olympic Youth Liaison Council had three main goals when it was established in 1983. First, members of the council served as liaison with the LAOOC to provide their peers with information about the Olympics and continuous updates on the preparations for staging the Games.

The second purpose of the council was to provide and develop student members for service as volunteers for the needed support functions before and during the Games. The third purpose was to provide important leadership and educational experiences for the students as well as meaningful interaction between the schools and the LAOOC.

The program involved 180 high schools in Los Angeles, Ventura and Orange counties. The schools were encouraged to select one male and one female student and alternates to serve from 1983 to the close of the Games in 1984. In making the selections, the schools were urged to use the following criteria: the students should be active in service clubs or athletics, show poise, maturity and dependability and have academic accomplishments. The schools were asked to provide the liaisons with access to student government, service clubs and athletic groups, as well as school publications.

The LAOOC communicated with the liaisons by inviting them to attend Olympic workshops and mailing LAOOC newsletters and press releases to each. Council members were also encouraged to become youth volunteers before and during the Games.

Each liaison also had the opportunity to arrange Olympic speakers and films for presentation at their respective schools.

38.06.3 Grow With the Olympics Student Program

The Grow With the Olympics Student Program (GWOSP) was one of the most ambitious undertakings of the Youth Programs Department. The basic concept behind the program was to provide a mechanism through which as many as 100,000 deserving young people, senior citizens and physically challenged individuals could be escorted to the Games. At the same time, the goal was to have the youngsters earn their opportunity to attend the Games.

The Grow With the Olympics Student Program was a continuation of the effort of the Youth Programs Department to involve as many youngsters as possible in an Olympic sport, cultural or educational program, free of charge.

The GWOSP included 106 schools from six counties, including Los Angeles, Orange, Ventura, Santa Barbara, San Bernardino and Riverside. The major objective was to include children attending junior high school, ages 12–14, who would have been unable to attend the Games due to their families' inability to afford tickets.

The schools chosen, therefore, had the highest percentage of students whose families received aid to families with dependent children or state welfare. Once a school was chosen, every student in the school was eligible to compete for the opportunity to see an Olympic event.

Most of the tickets provided to the GWOSP were made available through the LAOOC Patron Ticket Program. The minimum patron contribution was \$25,000. In return, each patron received two tickets per day to the Olympic event of his choice, including Opening and Closing Ceremonies. Each patron program sold also paid for the admission and transportation of 50 GWOSP students, senior citizens or physically challenged individuals. The Patron Ticket Program was not able to fund the GWOSP tickets altogether, however, so the additional tickets had to be provided from the LAOOC Ticketing Department.

The success of the Grow With the Olympics Student Program depended upon cooperation and support from the five county school districts. With the objective to motivate students in the schools in the areas of citizenship, attendance and physical health, the students were informed that they would be tested twice for physical performance, with an emphasis on improvement. Additionally, the citizenship, grades and attendance of the students would be monitored. The criteria for selecting students, with the value carried by each in parentheses, were as follows:

- Physical performance (40 percent). The California Assessment Physical Performance Tests are normally administered to students in the fifth, seventh and tenth grades. In the GWOSP, however, the test was administered to students in the seventh, eighth and ninth grades twice during the school year. Improvement was determined by comparing the results of the two testings.
- Attendance (30 percent). Calculated by comparing the number of school days attended by each student to others within the same school.
- Citizenship (30 percent). Generally defined as "desirable behavior," citizenship was categorized as above satisfactory, satisfactory and unsatisfactory.



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12 The ARCO/Jesse Owens Games drew large crowds and more than 300,000 youngsters up to the age of 15 at its preliminary competitions held throughout the United States.

Physical fitness was included because athletic excellence is most often associated with the Olympic Games. The tests were not skill oriented, so all students had an equal chance to improve. Good attendance and citizenship were also consistent with the Olympic ideals.

Student awards were based on performance in the above-mentioned criteria. Each criterion was assigned a point value. The point system was structured to reward the student with a history of performing well in the three areas as well as those who improved due to the incentive the program provided.

The GWOSP also made it possible for 10,000 local senior citizens to attend the Games. Initially, public service announcements and advisory letters were prepared calling attention to Olympic Games ticket availabilities. A cross section of approximately 200 responding agencies, showing proof of activity as a legitimate organization, met the LAOOC ticket requirements. Tickets were awarded on a first-come, first-served basis.

Approximately 5,000 physically challenged persons were also guests of the LAOOC at the Olympic Games. Half of the total number were persons who had participated in the Special Olympics, chosen because of its history in physically competitive activities. The other 2,500 persons came from other organizations such as veterans' groups.

In the fall of 1983, participating students from the GWOSP schools were asked to perform six physical tests: the standing long jump, the bent knee sit-up, the chair push-up, the side step, the pull-up or flexed-arm handstand (optional for girls) and the timed jog or walk. The support and administration of this phase of the program was conducted by each school's physical education staff.

The test results were submitted to and computerized by the LAOOC. After the final physical performance tests were given in the spring of 1984, the data was finalized and each student was ranked by performance. The citizenship and attendance data was added, and the top 22 percent of the students received gold patches. The next 20 percent received silver patches, with bronze patches awarded to the third group of 20 percent. All students who participated in the program were given certificates.

At the same time, during the 1983–1984 school year, the Olympic Games had become an integral part of the curriculum of the 106 GWOSP schools. Students were treated to school assemblies featuring Olympians and *Sam the Olympic Eagle*, and each school was appointed a volunteer adult liaison to assist the LAOOC in disseminating information. Liaisons, who were generally recommended by the principal, were usually PTA officers, school/community liaisons, college students, and in some cases, administrators, teachers or parent volunteers. A competent and motivated liaison generally meant good response from the school. All teachers in GWOSP schools were invited to Olympic seminars, and the entire student body at all schools received individual copies of the *“Official Olympic Youth Handbook”*. In many classes, daily Olympic assignments were given.

The basic timeframe of the Grow With the Olympics Student Program was divided into three phases:

Phase One, October—December 1983:

- Administration of first physical performance test
- Monitoring of attendance and citizenship marks begin
- School assemblies featuring Olympians begin
- Regional curriculum workshops conducted
- Periodic Olympic publications delivered to schools
- Volunteer groups contacted regarding assistance in support activities

Phase Two, January—March 1984:

- Balance of school assemblies conducted
- Youth Handbook distributed
- Olympic publications continue to be distributed to schools

Phase Three, April—May 1984:

- Second physical performance test administered
- Olympic publications continue
- Results from attendance and citizenship records compiled
- Total points for each student calculated
- Certificates, patches distributed

In early June, schools were notified of their allotted number of Olympic tickets. An average of approximately 65 percent of the students at each of the selected schools were awarded tickets. A total of 98,493 tickets were available. Unfortunately, one of the greatest obstacles in working with the schools was the lack of ticket allocation information. Vital information, crucial to the recruitment of escorts and operational plans for coordinating the number of students, was not available until very late in the operation. Consequently, some schools received allocations they were not fully prepared to handle and other schools were unable to carry on to the end of the program.

An eight-to-one student-to-adult escort ratio was selected for the trips to the Games. The escorts were volunteers selected and screened by the LAOOC staff. The function of the escort was to make sure the students arrived at the pick-up location on time, were escorted during the visit to the Olympic venue and were brought home safely.

A bus supervisor was appointed to accompany each busload of students, and a venue youth coordinator was named for each of the venues which were visited by a group of students, senior citizens or physically challenged individuals. The venue youth coordinators were in charge of the groups while they were at the venues and were also responsible for distribution of the event tickets after the groups arrived at the venue.

A total of 250 Olympians volunteered to accompany various student trips. They explained the sport to be viewed and remained with the youngsters throughout the day. During the period 29 July to 11 August, a total of more than 80,000 students, senior citizens and physically challenged individuals were escorted to the Games.

All but three of the Olympic venues (judo, modern pentathlon and swimming) were visited. Football and hockey were the two venues with the highest number of GWOSP visitors, with 36,000 and 15,000 respectively. These were followed by baseball (8,000), basketball and equestrian (5,000 each), boxing (4,000) and athletics (3,000).

The participants sat in special reserved sections at each venue, and the students wore distinctive white Amateur Athletic Foundation T-shirts. The accompanying adults wore white caps.

At several of the venues, including boxing and hockey, the GWOSP participants were acknowledged by the competing athletes by waving or offering to sign autographs.

The transportation system consisted of a combination of 1,725 vans, buses (transit and non-transit) and wheelchair equipped units. All vehicles were chartered by the LAOOC. During the days of venue visits, the transportation system was in operation from 0600 to 2400 hours.

Besides reaching youngsters in Southern California, the GWOSP included students who were transported to preliminary football matches in Northern California and on the East Coast. These programs were made possible by the sponsorship of Crown Zellerbach and United Airlines.

The Grow With the Olympics Student Program was a success because its original objectives were clearly met. The Youth Programs Department successfully implemented the program in 106 Southern California schools and was able to involve 106,000 students, senior citizens and physically challenged persons.

The program was not without its difficulties, however. The actual implementation of the activities, including recruiting interested personnel and the pre- and post-testing of the students, created many logistical and communication problems. It proved difficult, in some cases, to get school personnel or volunteers to complete the time-consuming tasks required. Other schools started with the program but were unable to follow through with all the requirements so the students could be eligible for Games tickets. The uncertainties surrounding the exact number and the exact time of the ticket distribution for each school was the most unsettling element of the program.

For those individuals who were able to participate in the program from beginning to end, which includes the

vast majority, the experience proved most rewarding. The LAOOC was able to provide a once-in-a-lifetime opportunity for many people who otherwise would never have been able to attend the Games. The youngsters in the program were actually able to "grow with the Olympics", as each worked hard throughout the 1983-1984 school year in the areas of fitness, citizenship and attendance to earn his or her place as a spectator at the Games of the XXIIIrd Olympiad.

38.07 Summary

The LAOOC made the decision in 1980 that involvement for youth in the Games should be more extensive than the traditional three-week youth camp that had been organized in previous Games. The concept was approved by the IOC the same year which paved the way for more than one million youth to participate in academic, cultural and sports offerings.

The legacy for youth left after four years of programs far outweighed the benefits that a youth camp organized during the time of the Games could have brought to the citizens of Los Angeles. The original goal to involve 500,000 local youth aged 7-18 in some type of Olympic activity and give the young people of Los Angeles an opportunity to learn about the Games was substantially exceeded.

The Youth Programs Department involved not only young athletes, but also young artists, band and drill-team members and Academic Decathlon participants.

The program carefully used commercial sponsors to support the majority of its offerings so that virtually all activities were self-supporting. The partnership matched a program with a sponsor in hopes that the agreement could be kept after the Games.

The department was successful in bringing together existing youth sports organizations to work toward the enrichment of youth activities in Southern California while also starting new programs such as team handball, judo, sailing and archery. The LAOOC also left a legacy for future youth sports enthusiasts by donating facilities and equipment to schools, youth groups, municipal recreation departments and private organizations.

In its effort to inject everyone with the Olympic spirit, the Youth Programs Department provided many resources for local teachers to use in their classrooms. The teachers were able to involve youngsters through curriculum materials, printed matter from the LAOOC and their encouragement to become involved in one or many of the youth program offerings.

Through the Olympic Games, the Youth Programs Department planned activities in 14 Olympic sports and in a similar number of academic and cultural programs. The LAOOC was able to double its goal by reaching more than one million young people during 1981-1984.

LAOOC youth activities, 1981-1984

Activity	Sponsor	Year	Total no. of participants
Archery	Easton	1981-1984	7,000
Athletics	ARCO	1981-1984	300,000
Basketball	Converse	1981-1984	65,000
Football	Coca-Cola	1981-1984	47,000
Gymnastics	American Express	1982-1984	1,000
Handball	Arthur Young	1983-1984	8,000
Judo	Maruchan	1982-1984	7,000
Sailing	United Airlines	1982-1984	3,500
Swimming	McDonald's	1981-1984	35,000
Synchronized Swimming	Buick	1983-1984	1,500
Tennis	Transamerica	1984	1,500
Volleyball	Atari	1982-1984	5,500
Youth Art	First Interstate	1983-1984	10,000
Academic Decathlon	Coca-Cola	1982-1984	2,300
Band and Drill	LAOOC	1983-1984	8,600
Beautification Program	L.A. Beautiful	1983-1984	1,000
Children's Art	Levi Strauss	1982-1984	70,000
Curriculum Guide	LAOOC	1982-1984	52,000
Grow With The Olympics	Amateur Athletic Foundation	1983-1984	106,000
Olympic Encounter	LAOOC	1983	18,000
Teacher Workshops	LAOOC	1982-1984	1,750
Youth Handbook	Jeffries	1983-1984	500,000
Youth Jamborees	Coca-Cola	1984	3,000
Total			1,254,650

Summary of the Patron Youth Tickets Program

Event	Total number of tickets available	Total number of tickets actually used	Breakdown of tickets used		
			Students	Elderly	Disabled
Archery	4,000	398	340	0	58
Athletics	3,339	2,888	2,174	153	561
Baseball	8,480	7,773	5,788	1,123	862
Basketball	5,800	5,367	3,856	1,287	224
Boxing	4,500	4,181	3,856	27	298
Canoeing	1,200	846	601	50	195
Cycling	100	100	100	0	0
Diving	200	200	200	0	0
Equestrian	5,488	4,958	1,831	2,985	142
Fencing	700	674	540	60	74
Football—So. Ca.	21,100	16,360	14,640	199	1,521
—No. Ca.	10,000	6,380	6,380	0	0
—East	7,800	7,700	7,700	0	0
Gymnastics	100	100	81	0	19
Handball	1,500	1,367	1,078	163	126
Hockey	21,086	15,609	10,799	1,381	3,429
Rowing	300	200	200	0	0
Shooting	200	199	150	0	49
Synchronized Swimming	1,000	1,000	612	296	92
Tennis	100	100	100	0	0
Volleyball	1,500	1,458	1,260	120	78
Water Polo	100	100	100	0	0
Weightlifting	1,600	1,479	1,279	27	173
Wrestling	1,900	1,628	1,241	100	287
Totals	102,093	81,065	64,906	7,971	8,188

Youth Programs

Given its success, however, the department was not without a few shortcomings. The original plan called for programs to be started in all 23 Olympic sports, but only 14 programs were actually started.

The Grow With the Olympics Student Program was a massive undertaking of testing and motivating youngsters to earn a ticket to the Games. The enormity of the project, along with the uncertainty surrounding the actual number of tickets, provided for a sometimes tense relationship between the LAOOC, the schools and the parents. The timeframe allotted for completion of the entire program proved too tight for some schools.

It is recommended that future Olympic organizers adopt a youth program concept that will allow for great numbers of youth participation during the years preceding and including the Olympic Games. This concept assists the organizers by providing a solid base of interest, enthusiasm and care among the citizens of the host city. A community that embraces and understands the Games is one that will serve as a good host. A diversified youth program of sports, educational and cultural activities held over the course of a few years will serve the host city for many more years to come by introducing and encouraging participation in all facets of the Olympic ideals.

Community improvements provided by LAOOC Youth Services

- Archery equipment; two archery ranges
- Basketball equipment; three hundred basketballs to 17 parks and YMCAs (an average of 15 to each)
- Boardsailing; thirty Windsurfer sailboards and riggings to two municipal recreation and park departments
- Boxing equipment; twenty headgear, 20 standard protection cups, five finishing tapes, 20 jump ropes, five pull ropes, 20 basketballs, 20 sets gymnasium boxing gloves (four gloves per set) provided to Community Youth Gang Services Project
- Judo equipment; one hundred judo mats and 40 judogi to three judo clubs and recreation centers and two Boys Clubs and a dressing locker to a local judo club
- Gymnastics equipment; two complete gymnastic equipment sets including mats, pommel and vaulting horses, uneven parallel bars, parallel bars, balance beam and rings to one junior college and one Boys and Girls Club
- Team handball equipment; balls, goals and nets (one set of two to 28 junior high schools)
- Sailing equipment; 40 Sabot boats and rigging to three municipal recreation departments; three Whaler (15-foot) boats with outboard motors to three municipal recreation departments
- Soccer equipment; three portable goal posts to one university and two local parks; seven permanent goal posts to two municipal parks; 19 linemarkers, 82 goal nets and 31 lineman flags to various youth soccer associations in Northern and Southern California; 500 balls, an average of 10 each to 28 municipal recreation departments
- Tennis equipment; two hundred and fifty tennis rackets, 25 each to two colleges, five parks and three Foundations
- Volleyball equipment; seven sets of volleyball standards and nets and balls to one high school, two YMCAs and two Boys and Girls Clubs; 300 volleyballs to 17 high schools (average of 15 to each)

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Staff Roster

39.01 Alphabetical roster of the 1,750 LAOOC permanent staff members, as of 1 June 1984

A

Lee Abrams
Dennis J. Acebo
Eugene T. Adams
Jerry E. Adams
Leslie J. Adams
Ray Aghayan
Michael A. Aguilar
Curt A. Ai
Carmenza Alba
Renato G. Albaran
Bruce Allen, Jr.
Fred Allen
Sarah E. Allen
Dianne C. Allick-
O'Brien
Susan K. Allison
Janet Allyn
Irene Alm
Karen J. Alter
Barbara J. Altice
Lynda M. Alvarez
Miguel Alvarez
Victor M. Alvarez
Ken Alver
Rebekah M. Alvi
Andy Anderson
Marshall L. Anderson
James M. Andre
Carol E. Andrews
Iris C. Antin
Robin E. Antrim
David Apathy
Mike Archer
Davey L. Armstrong
James Arndt
Kathryn Arnold
Patricia B. Arnold
Richard E. Arnold
Virginia W. Arnold, II
Camilla E. Arnwine
Elayne Arterbery
Yrene Asalde-Infante
Claudia Asbury
Alison A. Ashdown
S. Stuart Ashe
Thomas J. Ashen
Deborah Ashin
Carlton B. Ashley
Eric A. Ashton
Lori J. Ashton
Danielle Aubertin-
Crowder
Patricia B. Auchy
Lee D. Aurich
Angela C. Avery
Cynthia Avery
Joseph S. Avila
Joyce Aysta

B

David Baca
Gerald J. Bacher
Susan M. Bachorik
Sandra L. Backhus
Carol A. Bacon
Michael J. Baehr
Martha J. Baer
Brian Bailo
Daniel A. Bain
Thomas C. Baiz
Alan Baker
Beulah P. Baker
Dale K. Baker
Denise Baker
Duane R. Baker
Monte C. Baker
Steven W. Baker
Dwight Baldwin
Delores (Dee) A.
Bandur
Betty M. Baney
Carmen M. Bank
Melinda V. Bankus
George Barajas
John L. Baratti
James R. Barkley
Olga M. Barnes
Sheila B. Barr
Virginia S. Barr
Julio Barreda
Sally J. Barringer
Dr. Arthur C. Bartner
Sylvia J. Bass
Kenneth H. Bastian
Adrian Bates
Robert L. Baum
Dawn Bean
Charles B. Bear
Timothy R. Bearer
Charles H. Beauvoir
Deborah I. Beck
Leslie A. Beck, Jr.
William J. Bedford
Lillian S. Beim
Steven D. Beim
Augusta Bell
Allison A. Benash
Jeffrey R. Benjamin
Marje E. Bennetts
Sandra E. Benson
Timothy M. Bentley
Nancy A. Bentsen
Natasha Berechko
Cynthia A. Berentson
Richard L. Berg
Ronald A. Bergman
Barry Berkus
Jan Berlfein
David J. Bernal
Calvin L. Berry
Hyla H. Berteau
Richard Berteau
Connie M. Berumen
Marie Besancon
Alyse W. Best
Edgar N. Best
Gale Beverly
John P. Bevilacqua
Angela Bieber
Judith A. Biggs
Joe Billy
Bobbi Binder
Maria V. Bing
Edward E. Birch
Ric P. Birch
Karen J. Bivins
Karen A. Bjorkman
Ruth-Anne Blacher, II
James B. Black
Lynn M. Blanche
Karin H. Blaskowitz
Donn Bleau
Joe Blinkhorn
Jeffrey R. Bliss
Maury J. Blitz
Tracey A. Bluhm
Raymond T.
Blumberg
Ruth S. Blumberg
Shelley Blumberg
Robert J. Bock
John C. Boesch
Larry A. Bogatz
Mary M. Boley
Rose M. Bongiovanni
Rockne T. Bonsness
Mari Border
Elizabeth A. Borgen
Leah Bornstein
Toby L. Bornstein

Roberta S. Boston
Richard L. Bouldin
Sandy E. Bourne
Karen S. Bouvier
Richard P. Bower
Marcia L. Bowerman
Virginia T. Boyce
Howard Bradbury
James D. Brade
James J. Bradley
Marc S. Bradshaw
Ellen J. Brannigan
Mary B. Braverman
Carole J. Breck
Ronald S. Breiter
Dick Brindley
Joseph J. Briscoe
Pamela M. Broberg
Stan G. Broberg
George F. Broder
Camilla L. Broderick
Dennis P. Brooks
Karen I. Brosius
Paul A. Broussard
Bert Brown
Carlton D. Brown
Carroll C. Brown
Charles L. Brown
Christina G. Brown
Earl Brown
Gregory R. Brown
Jonnie P. Brown
Julie T. Brown
Noreen R. Brown
Paul A. Brown
Rita L. Brown
Robert H. Brown, II
William A. Brown, Jr.
Robert M. Browne
Philip N. Brubaker
Dennis M. Bruce
Becky J. Buchanan
Jack Buckelmeir
Margaret L.
Buckingham
Kimberly Buckley
Janet Buette
Charlotte L. Buettner
Elaine Burgos
David L. Burke
William A. Burke
Martha A. Burns
Susan A. Burns
Maurice A. Burnside
Barbara J. Busch
Kay H. Butler
Valerie N. Butler
Suzanne J. Byard
Peter B. Bylsma
Constance C. Byram

C

Paula A. Cabot
Robert E. Cabot
Linda M. Cabrera
Ricardo P. Cabrera
Charles G. Cale
Raymond Callahan
Thomas P. Callahan
Michael E. Calligan
Karen B. Calvert
Gloria J. Calzada
Debra L. Camilli
Katherine Camilo
Teresa A. Campbell
Clark Canfield
Joanne Cannone
Linda L. Cano
Michael P. Captain
Cathy A. Cardaras
Priscilla E. Carde
Donna Cardellino
John W. Carlos
Lee Carlson
Ralph Carmona
Dan Carnagie
Victoria A. Carpenter
Colby J. Carr
Patricia H. Carr
Zvonko Carrara
Christina L. Carter
Julette B. Carter
Celeste M. Cattier
Stella Carucci
Joseph J. Carvalho
Anna Casetta
Donna Casey
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"The French version of the
"Official Report of the
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translated from the English.
Our work was inspired by
the desire to remain faithful
to the original and to
achieve clarity of expres-
sion. It seemed to us that
the heart of our task lay in
conveying to the vast
French-speaking public the
combination of intelligence,
talent and hard work which
help to explain the success
of the Los Angeles Games."

French text in the headings
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