

OFFICIAL REPORT OF THE
XIX OLYMPIC WINTER GAMES



SALT LAKE 2002



O F F I C I A L R E P O R T

O F T H E X I X O L Y M P I C W I N T E R G A M E S



SALT LAKE 2002



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SALT LAKE 2002
OFFICIAL REPORT OF THE
XIX OLYMPIC WINTER GAMES

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Child of Light

OPENING CEREMONY



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The Olympic Rings

S A L T L A K E C I T Y





SALT LAKE 2002: LIGHT THE FIRE WITHIN

As the sun set over the Salt Lake Valley on 8 February 2002, more than 56,000 people gathered in Rice-Eccles Olympic Stadium for the Opening Ceremony of the Salt Lake 2002 Olympic Winter Games. Camera flashes sparkled in the night sky. Energy and anticipation filled the darkened stadium. The first Olympic Winter Games of the new millennium was about to begin.

The ceremony unfolded with a young child emerging onto the ice. This Child of Light carried a dimly lit lantern across the frozen landscape. Soon, he ventured out into an ominous fog to battle the brewing storm and became a unifying symbol of the Salt Lake 2002 Games, a hero who found the inner fire to endure. His triumph over adversity ushered in a wondrous celebration filled with dramatic spectacles and uplifting music. In a thunderous fireworks finale, the 1980 men's gold medal hockey team tipped a torch toward the shining silver Cauldron, igniting a flame that radiated from within. The Salt Lake 2002 Games had begun.

WHAT LIES BEHIND US AND WHAT LIES AHEAD OF US ARE TINY
MATTERS COMPARED TO WHAT LIVES WITHIN US. — HENRY DAVID THOREAU

For the thousands of staff members and volunteers of the Salt Lake Organizing Committee (SLOC), the moment was particularly poignant. After a 30-year effort to bring the Olympic Winter Games to the mountains and valleys of Utah, a city's dream had finally been fulfilled. Years of planning and preparation were now being realized.

Throughout this long campaign, marked by high hopes and challenging struggles, the vision of Salt Lake City to host the Olympic Winter Games remained strong. From early defeat to winning the Games to sweeping reforms and the events of 11 September 2001, the Salt Lake Organizing Committee faced a series of emotional ups and downs. Even through adversity, the spirit of humanity embodied by the Olympic Movement never waned. The success of the Salt Lake 2002 Games, brought to life by the theme of *Light the Fire Within*, stands as a testament to the power of the human spirit to endure and inspire.

Utah's landscape has long inspired its inhabitants, from Native American nations to the first Western pioneers who arrived at a place of red-rock deserts and majestic snow-covered peaks. Across the Salt Lake Valley, the Wasatch Mountains towered in the eastern horizon and the Oquirrh Range loomed to the west. These early pioneers, from diverse backgrounds, journeyed to the frontier looking for the promise of a new life. With the arrival of the first transcontinental railroad in 1869, Utah became forever linked to urban centers and cemented its place as the "Crossroads of the West."

Utah's rich history extended to winter sport. As early as 1946, one of the first ski lifts in the United States was installed on the mountain that would later become Snowbasin Ski Area. Utah's deep winter snows, averaging more than 12.7 meters (500 inches) a year, lured skiers from all over the world to the peaks of the Wasatch Mountains. In 1973, the U.S. Ski Team moved its national headquarters to Park City, only 48 kilometers (30 miles) from downtown Salt Lake City.

With its prime alpine terrain, existing sport venues and a vibrant metropolitan area, Salt Lake City had the necessary attributes to host the Olympic Winter Games. The first major push to bring the Games to Utah began with Salt Lake City's unsuccessful 1966 bid for the 1972 Games. After losing the International Olympic Committee (IOC) vote to Sapporo, Japan, Salt Lake City reentered the race for the 1976 Olympic Winter Games. In December 1967, the United States Olympic Committee (USOC) chose Denver as its candidate city over Salt Lake City, Seattle and Lake Placid. In January 1973, Denver dropped its bid, and the USOC unanimously voted for Salt Lake City. But when IOC made its final vote in February 1973, Innsbruck, Austria, had won the bid to host the 1976 Games.

In the mid-1980s, Salt Lake City faced its third defeat when the USOC ratified Anchorage, Alaska, as the U.S. candidate to host the 1992 and 1994 Olympic Winter Games. Albertville, France, won the 1992 Games, and the IOC awarded Lillehammer, Norway, the 1994 bid.

THE WHOLE OLYMPIC EXPERIENCE ...THERE'S A LACK OF WORDS
FOR IT. IT'S GLORIOUS. I ACTUALLY LOOKED IN THE THESAURUS
AND COULDN'T FIND A WORD FOR IT. — GOVERNOR OF UTAH, MIKE LEAVITT

When the U.S. Olympic team returned from the Calgary 1988 Games with only six medals, a congressional committee opened an investigation into the country's poor performance. In response to the government's findings, the USOC changed its criteria for selecting candidate cities. Prospective cities that wished to host the Games were required to build sports-training facilities and create legacy venues as part of their bid, which would help develop future generations of U.S. athletes.

In June 1989, Salt Lake City, with an infrastructure of sports facilities in place, won the USOC's approval for the 1998 Games. Between summer 1989 and November 1991, IOC officials visited the competing cities, which included Salt Lake City, United States of America; Jaca, Spain; Östersund, Sweden; and Val d'Aosta, Italy.

A statewide referendum held in November 1989 showed overwhelming public approval for the Olympic Winter Games. The Utah legislature responded in January 1990 and created the Utah Sports Authority and the sales-tax diversion, which directed one-sixteenth of one percent of tax revenues toward developing Utah's winter sports facilities. The revenues from the state tax funded the construction of the Utah Winter Sports Park, which would later be renovated into the Utah Olympic Park, site of the ski jumping, nordic combined (jumping portion), bobsleigh, luge and skeleton events.

During this period, the Salt Lake City bid committee reorganized its management. Frank Joklik was appointed chairman in October 1991 to steer Salt Lake City's campaign to host the 1998 Games. The executive committee included Thomas Welch, Spencer Eccles and Verl Topham. In addition to offering management insights, these individuals represented corporations that provided the \$400,000 backbone of the bid committee's budget. As president and CEO of the committee, Welch helped secure the funding to build the sports facilities, including the Winter Sports Park, necessary to host the Olympic Winter Games. (Although Welch's efforts helped Salt Lake's campaign to win the Games, he later resigned in August 1997.)

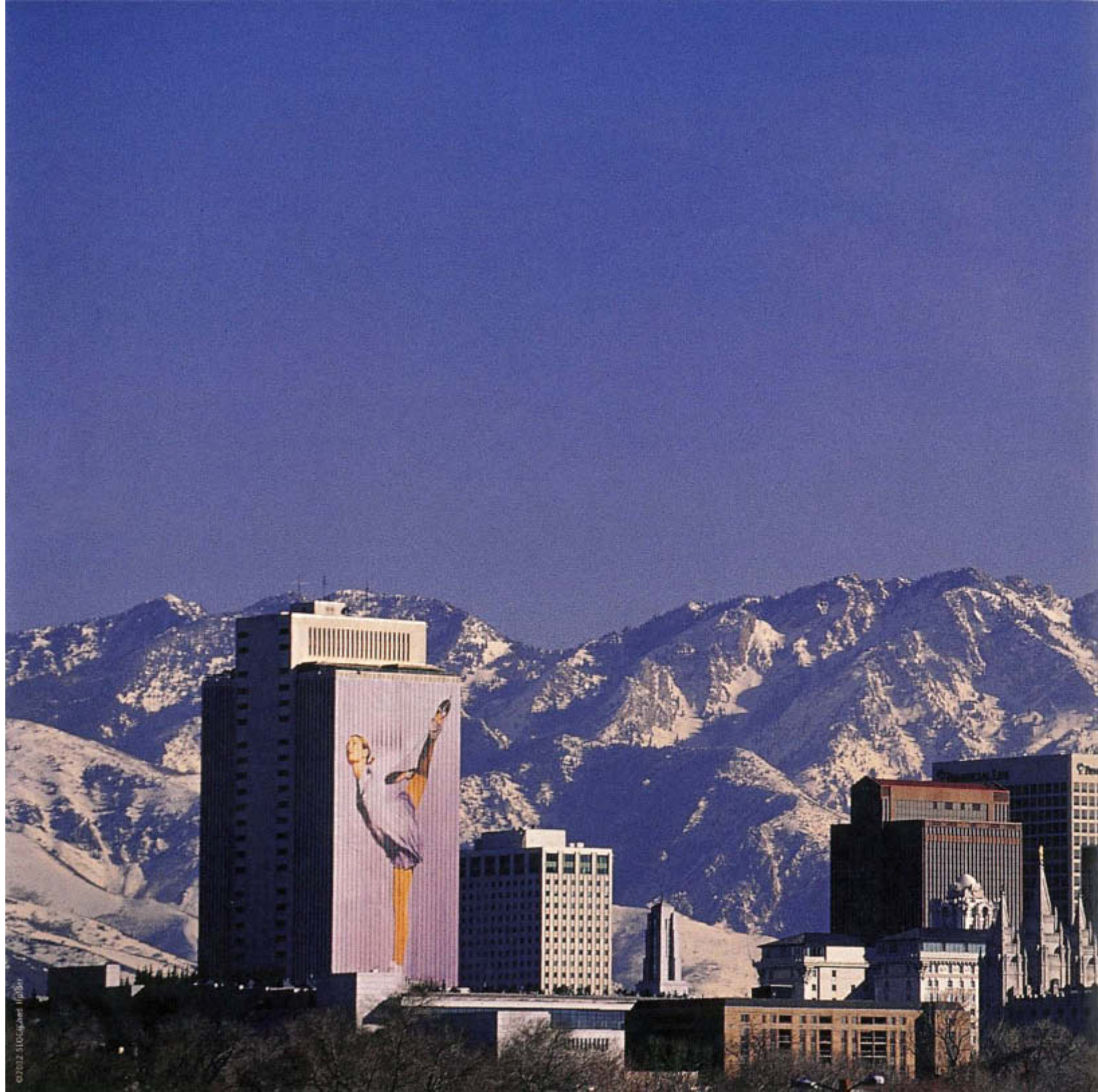
In June 1991, Salt Lake City presented its bid for the 1998 Games at the 97th Session of the IOC in Birmingham, England. The city appeared poised to fulfill the promise of hosting the Olympic Winter Games, but by a slim margin of 46 to 42, Nagano eclipsed Salt Lake City in the final vote.

After nearly three decades of concerted planning, campaigning and sport development, Salt Lake City had yet to win the IOC's favor. Yet with each defeat, the city's passion to host the Games grew stronger. In 1993, 73 percent of Utah residents expressed support for the Games in an independent public opinion poll. Additionally, 90 percent of the survey participants felt that hosting the Games would generate a positive economic stimulus for Salt Lake City and Utah.

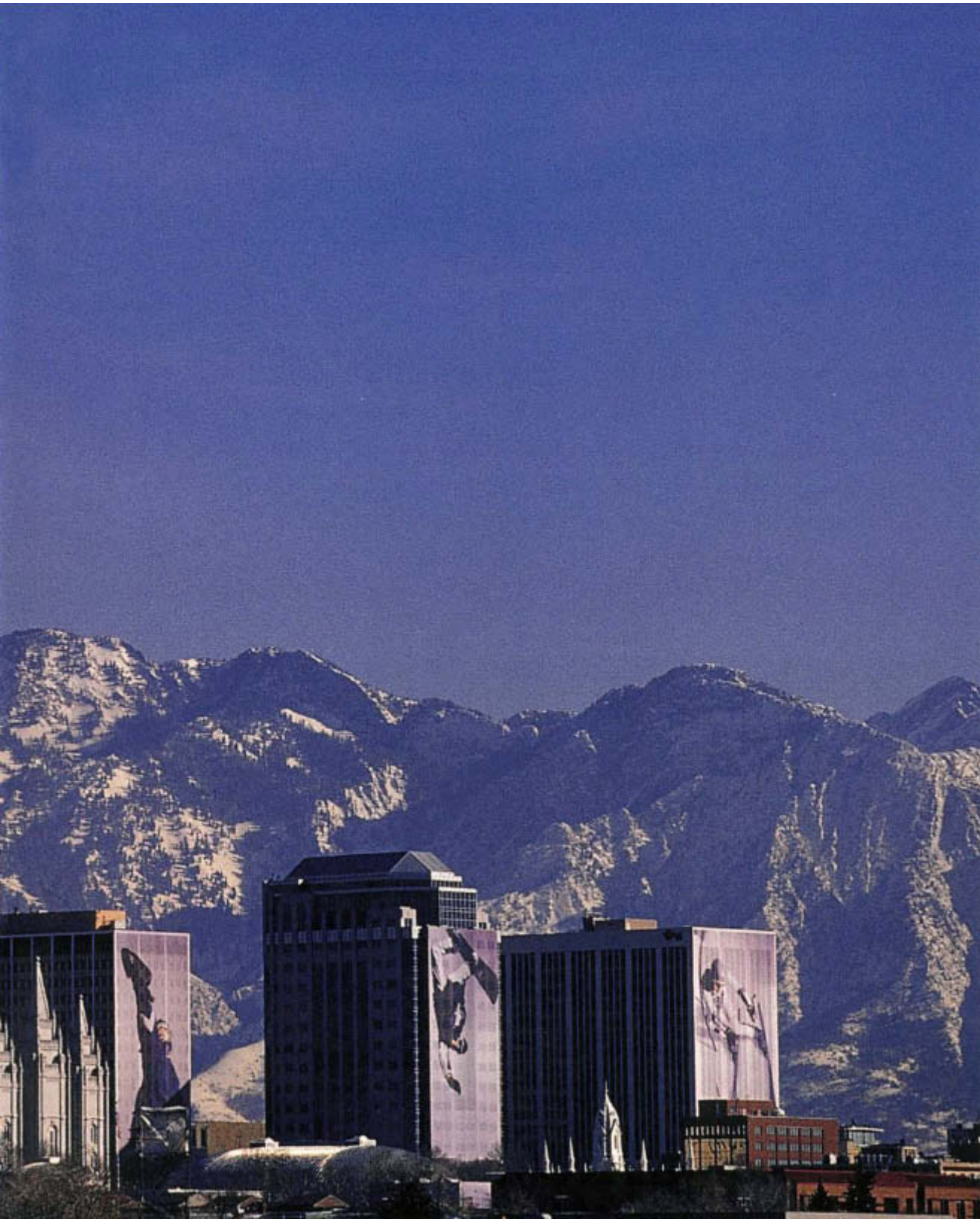
As part of its bid agreement with the USOC to build training facilities for U.S. athletes, Salt Lake City was automatically reentered in the race for the 2002 Games against Alma Ata, Kazakhstan; Graz, Austria; Jaca, Spain; Östersund, Sweden; Poprad, Slovakia; Québec City, Canada; Sion, Switzerland; Sochi, Russia and Tarvisio, Italy. On 24 January 1995, Salt Lake City survived the first round of voting. Only four finalists remained.

On 16 June 1995 at the 104th IOC Session in Budapest, Hungary, Salt Lake City received 54 votes and won the host city contract for the 2002 Olympic Winter Games. After a 30-year-long campaign, Utah achieved its dream to host the athletes and nations of the world in Salt Lake City. It had been a resounding success, realized through the dedication and commitment of Salt Lake City's community and civic leaders. Now the time for planning had come.

- PLANNING FOR THE GAMES** • In summer 1995, SLOC drafted its mission statement: "To enhance and share the opportunities that emerge from involvement in the Olympic Movement with the people of the community, the country and the world." During this period, SLOC also established a series of guiding principles:
- To administer the XIX Olympic Winter Games by the private sector and to be controlled and monitored by experienced professionals with corporate and financial experience.
 - To have broad-based representation from all groups so that the entire community will feel ownership and pride in the process of hosting the Olympic Winter Games.
 - To adhere to a balanced-budget philosophy, with an adequate contingency fund in budget planning.



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February 2002

S A L T L A K E C I T Y

- To promote environmental awareness and encourage innovative techniques of environmental protection in the practical application of staging the Olympic Winter Games.
- To encourage the greatest amount of community participation in welcoming the world to our region and to provide the best Games ever for winter sports, for athletes and for spectators.
- To become a center of excellence in winter sports for residents, visitors and athletes through recreational and athletic programs.
- To leave a lasting legacy to the youth of our community, not only through sports, but through the ideals of the Olympic Movement.

As winter 1995 approached, the National Broadcasting Company (NBC) signed a preemptive contract with the IOC for exclusive television rights to both the Sydney 2000 Games and the Salt Lake 2002 Games. With its television contract in place at such an early stage, SLOC accelerated its planning and staffing ahead of its projected schedule. By June 1996, SLOC had finalized its host broadcaster contract with International Sports Broadcasting (ISB).

Planning for the Games progressed in August 1997 when SLOC and the USOC launched a joint marketing venture, the Olympic Properties of the United States (OPUS). The shared program would allow both organizations to fulfill their marketing goals and maximize revenues. SLOC also unveiled its redesigned emblem at a ceremony held in Abravanel Hall at the end of August. The emblem embodied three elements that celebrated Utah's western heritage and the spirit of the land: contrast, culture and courage.



The IOC awarded the Games to Salt Lake City on 16 June 1995, a decision that elicited celebrations. That summer, SLOC drafted its mission statement, vowing "To enhance and share the opportunities that emerge from involvement in the Olympic Movement with the people of the community, the country and the world."

SLOC sent a delegation to observe operations at the Nagano 1998 Olympic Winter Games. SLOC management also reported its progress to the IOC Executive Board, which convened during the Nagano 1998 Games. By summer 1998, SLOC had signed major sponsors for its timing, scoring and results systems as well as for telecommunications and sports broadcasting. SLOC also raised revenues by offering the Utah public an official 2002 Games license plate. Sales from the program benefited a fund that would eventually bring youth groups to events during the Games.

Financial planning developed rapidly as the committee increased its staff. After nearly nine months of exhaustive line-item analysis, SLOC released its official operating budget in September 1998. The \$1.45 billion budget covered major aspects of SLOC's operations including venue development, a \$40 million legacy foundation and a \$55 million contingency fund. The budget did not include federal assistance for transportation and security, two issues that would take on significant importance during the years ahead.

With its broad financial blueprint in place by winter 1998, SLOC focused on venue development. Construction was aligned with SLOC's commitment to environmental preservation. As the first committee to win the bid on the merits of environmental preservation, SLOC took measures to promote conservation. In addition to modifying the Utah Olympic Park and the Utah Olympic Oval, SLOC realized in 1998 that the cross-country skiing and biathlon venues would have to be relocated to mitigate environmental pressures on Parley's Canyon.

In the original 1995 bid proposal, SLOC had promoted Mountain Dell Golf Course—a public recreation area 10 miles east of Salt Lake City near Interstate 80—as its location for the cross-country and biathlon competitions. Organizers realized after hosting several test events, however, that the venue did not receive an adequate snow cover to stage the Games. The only viable option was to truck in snow along the adjacent highway, a move that would add to environmental stress in the surrounding areas. The original Mountain Dell site was also not designed as a legacy venue. SLOC sought a permanent nordic skiing venue that would endow Utah with world-class facilities to train the next generation of Olympic hopefuls. A new venue was needed.

After reviewing 12 potential sites, representatives from SLOC, environmental activists and sport federation officials unanimously voted for Soldier Hollow, a site tucked under the shadow of Mt. Timpanogos near Heber City. Eighty-eight kilometers (55 miles) from Salt Lake City, the 202-hectare (500-acre) venue would provide a stunning backdrop for the 23 cross-country skiing and biathlon events held during the 2002 Games and a future year-round training center for aspiring Olympians.

In late 1998, additional preparations continued to fall into place. SLOC received \$3.5 million from the USOC for the Podium 2002 program to upgrade equipment at Soldier Hollow, Utah Olympic Park and the Utah Olympic Oval. Sema, a technology consulting firm, signed the largest sport-technology contract in history with the IOC to service SLOC's information technology requirements.

SCANDAL AND REFORM •

In November 1998, local media had begun reporting rumors that the bid committee had provided scholarship money to IOC officials for college tuition and athletic training. The allegations suggested that bid committee representatives had conferred favors to IOC members in return for votes in the bid campaign. By December 1998, SLOC faced a flurry of media scrutiny in the national and international press. On 14 December 1998, SLOC's president and CEO, Frank Joklik, released an official assessment of SLOC's actions stating, "the bid committee's program was intended to help young people obtain an education and athletic training to which they otherwise would not have had access. At the same time, it is important to remember that Salt Lake City won the bid on its merits, and not because of this program." Joklik committed himself to assisting SLOC's ethics panel in its investigation.

Simultaneously, the IOC and USOC launched concurrent investigations into improprieties in the bid process. The two inquiries set out to reform the host city selection process. Former U.S. Senator George Mitchell spearheaded the USOC's efforts to ascertain potential misconduct. At the end of December 1998, the U.S. Justice Department raised the level of inquiry to the federal level, bringing the Federal Bureau of Investigation (FBI) into the investigation.

On 8 January 1999, Joklik and Senior Vice President Dave Johnson left the organization. Joklik stated upon his departure, "we must draw a hard line to ensure SLOC can put on the Games successfully." Six officials from the IOC also stepped down amid ethics charges. SLOC hoped its sweeping management changes would allow Games planning to continue.

Look of the Games

DEER VALLEY RESORT





SLOC designed its management overhaul to restore the image and stature of the 2002 Games. An executive search concluded with the hiring of Mitt Romney in February 1999. Prior to joining SLOC, Romney had served as the president and CEO of Bain Capital, an investment firm with more than 2000 employees and 25 offices worldwide. Romney's hiring would help "SLOC move into the next era, the next phase," said Board Chairman Robert Garff. Romney graduated with highest honors from Brigham Young University. He later went on to earn a Harvard M.B.A. and a law degree from Harvard Law School in 1975. In 1994, Romney delved into politics during a campaign for the Massachusetts seat in the United States Senate. With an extensive background in business, Mitt Romney would be the key asset to SLOC's renewed commitment to reform and ethical conduct.

By far one of Romney's greatest contributions to the Games was his renewed focus on the athletes. Across all fronts, from the construction of world-class venues to the creative vision of the Ceremonies and Olympic Torch Relay, SLOC committed itself to creating an atmosphere that would celebrate the remarkable achievements of all Salt Lake 2002 athletes and their power to inspire, a theme best expressed by *Light the Fire Within*.

Romney's focus on integrity extended to SLOC's corporate culture. He instituted five Guiding Principles for employees to follow that would transform the working relationships at SLOC and create a workplace based on trust, respect and a positive attitude. These principles were:

1 TEAMWORK

- Involve all appropriate stakeholders in each project/issue.
- Think horizontally, not vertically, within SLOC's structure.
- Consider other viewpoints and find win-win solutions.
- Emphasize and recognize team success.
- Be helpful to others.

2 PASSION AND PRIDE

- Seek "Gold Medal" performances in your own job.
- Love what you do.
- Relish each small victory and achievement.
- Realize your impact on history while at SLOC.

3 COMMUNICATION

- Be honest, direct and respectful in all your communication.
- Accept feedback, avoid defensiveness.
- Seek prompt resolution to issues with others in a personal and professional manner.
- Listen more, talk a little less.

4 INTEGRITY

- Be loyal to those not present.
- Do what you say you will do.
- Don't have hidden agendas.
- Respect and value diversity in others.



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Volunteers, far left, became the face of the Games. President and CEO Mitt Romney, far left, and Chief Operating Officer Fraser Bullock, near left, helped recruit many of the thousands of volunteers through enthusiastic presentations around Utah.

5 FUN AND CELEBRATION

- Take your work seriously, not yourself.
- Encourage laughter at all meetings.
- Don't sweat the small stuff.
- Look for opportunities to include others.
- Celebrate those who demonstrate SLOC's Guiding Principles.

SLOC also restructured its board and executive committee to allow for broader representation and oversight within the organization. A new 20-member management committee was created that included two IOC representatives, three USOC officials, four athletes, SLOC's president and CEO and the chairman of SLOC's board, along with the mayor of Salt Lake City and the governor of Utah. Six weeks later, SLOC hired its chief operating officer, Fraser Bullock, to oversee operations and finance of the organizing committee.

SLOC's new management team set out to refocus the organization and erase its budget deficit, trim its operating budget and secure sponsorship and supplier contracts necessary to stage the 2002 Games. In May 1999, SLOC produced a high-level overview for the 2002 Olympic Winter Games. Each function within the organization defined its deliverables and Games-time operations. From Accreditation to Security, the entire range of SLOC's planning was presented. The report set out five primary goals:

- To carefully plan and execute excellent, fiscally responsible Games and Paralympics
- To create positive experiences and memories for all—the athletes, spectators, broadcast audience, the citizens of Utah, the SLOC team and, perhaps most important, the children of Utah and the world
- To leave a legacy of facilities and opportunities for the athletes of the United States and the world, and for the children of Utah
- To introduce the spirit of optimism of Utah and the American West to the world
- To share our passion for this unique land

In summer 1999, Romney and Bullock directed a detailed reevaluation of SLOC's finances, reducing the operating budget to \$1.27 billion from \$1.45 billion. These cost-cutting measures were a major component of SLOC's Games-time success.

Led by Romney, who not only stated that he wouldn't take a salary unless the Games were in the black, but also donated a substantial sum to the Games, the generous contributions of myriad





Super-G

S N O W B A S I N S K I A R E A

donors bolstered SLOC's finances and helped create some of the most stunning programs held during the 2002 Games. The philanthropy of these contributors supported SLOC's vision to host the athletes and the world. From the Opening and Closing Ceremonies to the 2002 Olympic Arts Festival, all of these events benefited from the generosity and commitment of SLOC's gracious donors.

With the new budget in place, the pace and scale of planning accelerated. From sponsorship contracts to venue construction, SLOC had moved beyond the bid scandal and was entirely focused on staging a great Games. In October 2000, SLOC launched its ticketing program with a record high \$23 million in first-day sales. SLOC celebrated the one-year mark until the Games by unveiling the program for the 2002 Olympic Arts Festival. Test events in winter 2001 highlighted SLOC's premier venues. At the World Single Distance Speed Skating Championships, skaters broke five world records in the debut competition at the Utah Olympic Oval, one of only six covered ovals in the world. The venue would become known to have the "fastest ice in the world."

With the Games rapidly approaching, the entire organization transitioned from its detailed planning program into an operations mode. Termed "venuization," this key development united SLOC functions into cohesive teams at each venue. From Sport and Logistics to Food Services and Finance, myriad departments contributed staff to the venue team. SLOC's successful venue integration created an efficient workforce structure during the 2002 Games.

At the center of this structure was SLOC's executive command post, the Main Operations Center (MOC). During the Games, function directors were stationed within the MOC along with representatives from key external agencies, including the Utah Olympic Public Safety Command and Utah Department of Transportation. The MOC, located at SLOC headquarters in downtown Salt Lake City, was the central communications hub that fielded calls and received reports from all venues and 42 functions. The MOC provided senior management with a problem-resolution forum that allowed it to make informed decisions and efficiently manage the largest Olympic Winter Games in history.

Through summer 2001, planning and preparations progressed and excitement for the Games continued to build. The events of 11 September 2001 at New York City's World Trade Center, Washington, D.C.'s Pentagon and rural Pennsylvania, shook the nation, the world and SLOC. Some began to question whether the staging of an Olympic Winter Games would be appropriate at such an unstable time. But Romney reiterated SLOC's faith in the Games. "Like you, I have been overwhelmed with emotion. The Olympics is needed in America and the world more now than it was a few days ago." He furthered this message in an address to SLOC staff several days later, adding "the Olympic Games are an important symbol that civilization will not come to a stop, will not come to its knees and will not cease being because of terrorists." Through Romney's strong leadership amid trying times, SLOC remained committed to staging the 2002 Games.

To aid the victims of the attacks, SLOC created a special "United We Stand" Olympic pin and directed the sales proceeds to the September 11th Fund established by the United Way and the New York Community Trust. In all, SLOC raised more than \$2 million for the victims' families.

SLOC also bolstered its security program for the Games. The organizing committee, UOPSC, federal law enforcement agencies, the United States Secret Service and the military reevaluated every component of the security plan. With a budget already exceeding \$200 million, SLOC supplemented its public safety resources with additional federal funds. By February 2002, SLOC's comprehensive security program totaled \$350 million and was the largest such program ever in the history of the Games.

On 4 December 2001, the Olympic Flame arrived in Atlanta for the start of the Salt Lake 2002 Olympic Torch Relay. Sports legend Muhammad Ali lit the first torch on American soil at Centennial

Olympic Park in the heart of Atlanta as thousands of supporters gathered for the early morning celebration. For the next 65 days, 12,012 torchbearers, nominated by friends, family or colleagues for their power to inspire, carried the Flame more than 21,725 kilometers (13,500 miles) across the United States on its journey to Utah. In special ceremonies in New York City, Philadelphia and Washington, D.C., emotional tributes honored those lost in the events of 11 September.

From an Opening Ceremony inspired by Utah's Native American and pioneer heritage and the spirit of the West, to the thrilling performances of the athletes and the creative energy exhibited at the Olympic Arts Festival, the Salt Lake 2002 Games celebrated the best of the Olympic Movement.

The theme of the Salt Lake 2002 Games, *Light the Fire Within*, touched every corner of the Games. More than any major event, the Olympics embrace a spirit of humanity embodied by the courageous athletes. Their unrelenting commitment to achieving all that is possible emboldens us and encourages our faith in the human spirit. It was this vision that Salt Lake 2002 shared with the world.

SLOC's Creative Group brought this inspiration to life in ways never seen before. At the heart of this bold message was a young child, the Child of Light. From his dramatic introduction during the Opening Ceremony to his appearance each night at Olympic Medals Plaza, he reminded us that we all have the inner power to triumph.

High on a mountainside overlooking Salt Lake City, the largest Olympic Rings in history lit up the night sky. The Rings shined all across the Salt Lake valley as a beacon for hope and humanity. And spread across the downtown skyline and bleachers that greeted spectators at every venue, iconic athlete banners towered up to 18 stories tall. The stunning photography reminded us that at the heart of this gathering of more than 75 nations, it was the athlete who brought the world together to celebrate humanity through sport.

FAR AND AWAY, THE MOST SUCCESSFUL OLYMPICS, SUMMER OR WINTER, IN HISTORY— DICK EBERSOL, CHAIRMAN OF NBC SPORTS

From the alpine peaks of Snowbasin Ski Area to the nightly concerts at Olympic Medals Plaza, the Salt Lake 2002 Games were filled with countless memorable moments. We were awed by the flight of a young Swiss ski jumper, Simon Ammann, a 20-year-old who had never won a World Cup event in his career. Just months after a terrible crash that left him with a concussion, he found the inner fire to win gold. After a 54-year absence, the perilous sliding sport of skeleton returned to the Olympic Games as American Jim Shea Jr., a third-generation Olympian, carried the spirit and memory of his grandfather down the track as he slid to an incredible gold medal. And Norwegian biathlete Ole Einar Bjørndalen made Soldier Hollow his grand stage by winning all four golds, a feat achieved only twice before, in 1964 by Russian speed skater Lydia Skoblikova and in 1980 by American speed skater Eric Heiden.

As these courageous heroes soared through the air, streaked down icy slopes or powered up mountains, their interminable spirit inspired the world to pursue a dream. The theme of the Salt Lake 2002 Games, *Light the Fire Within*, proved that the power to inspire is the power to change. More than anything else, the Salt Lake 2002 Games showed that this vision is perhaps humanity's greatest untapped resource. Well after the last medals were awarded and champions crowned, it was this spirit that Salt Lake City left to the world.



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Medals Ceremony

OLYMPIC MEDALS PLAZA

**SALT LAKE 2002:
THE LEGACY •**

On 24 February 2002, the world looked to the Olympic Flame for one final time. The Closing Ceremony brought the Salt Lake 2002 Olympic Winter Games to a close in an all-star tribute to the athletes. The once glowing Cauldron was extinguished. But the fire that burned bright during two wondrous weeks in February remained in the hearts and minds of all, near and far, who experienced the Salt Lake 2002 Games.

More than anyone could have imagined, SLOC's years of dedicated planning made the Games a resounding success. In the backdrop of the athletes' inspiring performances, SLOC's transportation plan functioned flawlessly and the security program set the model for future large-scale events. The more than 28,000 Team 2002 members worked tirelessly and welcomed the world with Utah's warmth and hospitality.

Beyond the success of the Games, SLOC created an enduring legacy for the United States, Salt Lake City and the people of Utah. From venues and sport development to transportation infrastructure and environmental preservation, the Games opened a bright future for the next generation.

Through SLOC's youth education programs, 138,000 school children attended events during the Games. Additionally, more than 40 percent of all tickets were sold to Utahns. Fulfilling SLOC's commitment to environmental conservation, 15 million trees were planted worldwide, with more than 100,000 in Utah. SLOC recycled or composted 95.6% of its waste during the Games, and more than 500,000 tons of air pollution was eliminated, leaving the entire Salt Lake Valley with cleaner air after the Games.

SLOC spent more than \$170 million to develop world-class venues in Utah. The Oval, known as the "fastest ice in the world," will help train the next generation of speed skaters. Outside of Park City, Utah Olympic Park will provide cutting-edge facilities for ski jumping, bobsleigh, skeleton and luge. And through the Soldier Hollow Legacy Foundation, aspiring nordic skiers will hone their skills on the same rugged trails that challenged the best Olympic cross-country skiers and biathletes during the Games. To ensure that these facilities have the financial resources for the future, SLOC, along with the USOC and the IOC, established a \$70 million endowment for the Utah Athletic Foundation (UAF). The fund will maintain facilities in perpetuity, including all replacement costs, without any taxpayer burden. The generous and substantial contributions on the part of the IOC added to the considerable financial success of the 2002 Games and SLOC's ambitious legacy projects.

AT TIMES OUR LIGHT GOES OUT AND IS REKINDLED BY A
SPARK FROM ANOTHER PERSON. EACH OF US HAS CAUSE TO
THINK WITH DEEP GRATITUDE OF THOSE WHO HAVE
LIGHTED THE FLAME WITHIN US.— ALBERT SCHWEITZER

SLOC also helped establish legacy venues throughout Salt Lake City. Adjacent to Rice-Eccles Olympic Stadium, the shining silver Cauldron will be the centerpiece of Olympic Cauldron Park. The new park, funded, in part, through a generous donation by the Eccles Foundation, will display the names of all Salt Lake 2002 medalists. At Abravanel Hall in downtown Salt Lake City, Dale Chihuly's magnificent glass sculpture, the "Torch," will tower above the concert hall's atrium. Finally,

a reminder of the heart and spirit of the nightly celebrations of Olympic Medals Plaza will endure at Gallivan Plaza in downtown Salt Lake City. This outdoor amphitheater will be a permanent home for the Hoberman Arch, the elaborate stage curtain used at Olympic Medals Plaza, and a place for all Utahns to gather for concerts and celebrations. This downtown Salt Lake City legacy was funded through a donation by SLOC.

Fiscally, SLOC met every financial responsibility through record sponsorship contracts, more than \$183 million in ticket revenue and a commitment to budget austerity. SLOC finished the Games with a \$56 million surplus. After funding the legacy projects and payments to the federal government, \$40 million remained for SLOC to allocate. This surplus was divided between the UAF, the IOC and the USOC.

SLOC covered all of its financial obligations to the state of Utah and the U.S. Government. In a ceremony held on the steps of the Utah State Capitol on 26 February 2002, SLOC presented the Utah State Legislature with a check for \$99 million. Additionally, SLOC returned \$10.5 million in undrawn funds to the federal government.

As the world looks back on the Salt Lake 2002 Games, it will remember 17 wondrous days, when nations and cultures gathered in Utah to celebrate humanity through sport. From the crystalline ice rink at the Salt Lake Ice Center to Snowbasin's rugged alpine peak, athletes from more than 78 nations competed for glory in the largest Olympic Winter Games in history. All of the international parties involved in the Games, from NOCs and IFs to the many dedicated members of the IOC, all helped make the Salt Lake 2002 Games an incredible world-class event. For SLOC's staff, volunteers, sponsors and donors who made the Games possible, the Salt Lake 2002 Games will forever live on as a testament to the human spirit, and the fire within.



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Opening Ceremony

RICE - ECCLES OLYMPIC STADIUM

SALT LAKE 2002





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> MEDICAL SERVICES 52 > DOPING CONTROL 60





Alpine Skiing

S N O W B A S I N S K I A R E A

S P O R T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: February 1997 • Ended: March 2002
-

R E P O R T E D T O

Fraser Bullock, chief operating officer

P R O G R A M D E L I V E R A B L E S

- Venue homologation • Competition schedule • Athlete training schedule • Field-of-play preparation • Test events
 - Weather data • Qualified and entered athletes
-

B U D G E T

- Total: \$51.5 million • Cash: \$29.2 million • VIK: \$8 million
-

S T A F F

Cathy Priestner Allinger, managing director

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 61 • December 2001: 80

G A M E S - T I M E S T A F F I N G

- Paid Staff: 65 • Volunteers: 200
-

K E Y C H A L L E N G E S

- Compiling competition schedule • Recruiting and training sport volunteers • Accommodation and transport for IF officials
 - Understanding IFs
-

K E Y M I L E S T O N E S

- Created cooperative agreements with the IFs
 - Test events
- Operation of permanent venues (Utah Olympic Park, Utah Olympic Oval and Soldier Hollow)
 - Competition schedule
 - Snowmaking and contingency plan
 - Sport technical manuals
 - Recruit and train sport technical volunteers
- Delay, postpone, cancellation and reschedule policy
 - Weather planning
 - Sport entries planning



S P O R T

I N T R O D U C T I O N •

The mission of SLOC's Sport function was to organize and deliver an environment of excellence for Olympic athletes, officials, volunteers and spectators, and to create a legacy for the winter sport and recreational communities in Utah.

SLOC worked with IFs to produce the optimal competitive environment for each athlete participating in the Salt Lake 2002 Olympic Winter Games by ensuring that each venue met or exceeded requirements for athletic excellence. Sport developed, implemented and managed the operation of athletic events during the Games as well as during the training, test and practice events leading up to the Games. In addition, Sport worked with various functions to produce sport publications, develop the competition schedule and maintain relations with IFs, and coordinated with NOC and Athlete Services in order to meet athlete needs and requirements.

Sport also oversaw SLOC's Games weather service component to help forecast weather conditions and weather patterns accurately during the Games, which was essential to the safety of athletes, officials, volunteers and spectators. Finally, Sport managed all field-of-play issues, as well as athlete entry and qualification, scoring, timing and results.

Sport Operations was a SLOC management consortium within Sport that maintained consistency at all venues for all sports. Sport Operations was responsible for all accommodation components of the 285 technical officials and 26 technical delegates during the Games, including accreditation, food service, per diem, technical officials manual, technology, transportation and travel.

S P O R T P R O G R A M •

From 8 to 24 February 2002, SLOC hosted competitions in seven sports, 15 disciplines and 78 events. A total of 165 sport sessions were held at 10 competition venues, and included 2531 athletes (1612 male, 919 female) from 77 NOCs.

Through a combined effort, Sport was able to overcome challenges, such as volunteer recruitment, IF transportation, and building an efficient competition schedule. The end result was one of the most successful sport programs in Olympic history.

The Salt Lake 2002 sport program was the largest in Olympic Winter Games history with 78 events—10 more events than the 1998 Games in Nagano, Japan. The IOC Executive Board approved the program in October 1999. The new events included:

- Women's bobsleigh
- Men's and women's skeleton
- Men's and women's short track speed skating 1500 meters
- Men's nordic combined sprint
- Men's and women's cross-country skiing sprint
- Men's and women's biathlon pursuit

Other sport modifications included two additional men's teams and two additional women's teams in curling, and two additional women's teams in ice hockey. Men's and women's snowboarding giant slalom was modified to a parallel giant slalom format.

VENUES •

The following presents a summary of volunteers, participants, spectators and test events at each Salt Lake 2002 venue. Working in concert with venue development and venue operations, Sport was able to build a venue legacy that includes Utah Olympic Park , Utah Olympic Oval and Soldier Hollow.

S N O W B A S I N S K I A R E A

DOWN HILL, SUPER-G AND COMBINED

- 1485 Sport volunteers
- 68 male downhill participants, 58 female downhill participants, 79 male super-G participants, 59 female super-G participants, 62 male combined participants, 48 female combined participants, 51 NOCs
- Six events, six sessions on six competition days
- 99.1 percent of tickets sold, 124,373 total spectators, an average 21,000 spectators for each session
- Four test and training events from 1999–2002



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Park City Mountain Resort's halfpipe, far left, was considered among the biggest and best in the world. Far center: A ski jumper soars in the K 120 individual event. Near center: Figure skater Sasha Cohen examines the Salt Lake Ice Center. Near left: Spectators line the course at Soldier Hollow.

PARK CITY MOUNTAIN RESORT

GIANT SLALOM, SNOWBOARDING PARALLEL GIANT SLALOM AND HALFPIPE

- 305 Sport volunteers
- 67 male snowboarding participants, 53 female snowboarding participants, 21 NOCs
- 109 male giant slalom participants, 87 female giant slalom participants, 48 NOCs
- Six events, six sessions on six competition days
- 99.8 percent of tickets sold, 95,991 total spectators, an average of 15,700 spectators for each session
- Four test and training events from 1999–2002

DEER VALLEY RESORT

SLALOM, FREESTYLE AERIALS AND MOGULS

- 265 Sport volunteers
- 56 male freestyle participants, 53 female freestyle participants, 20 NOCs
- 87 male slalom participants, 71 female slalom participants, 38 NOCs
- Six events, six sessions on six competition days
- 99.4 percent of tickets sold, 96,980 total spectators, an average of 13,800 spectators for each session
- Six test and training events from 1999–2002

UTAH OLYMPIC PARK

Five disciplines, 96.5 percent of tickets sold, 295,016 total spectators, competition and training everyday during the Games

SKI JUMPING

- 197 Sport volunteers
- 76 male participants, 22 NOCs
- Three events, five sessions on five competition days
- 95 percent of tickets sold, 90,579 total spectators, largest crowd on 18 February (20,220 spectators), an average of 18,100 spectators for each session
- Two test and training events from 1999–2002

NORDIC COMBINED

- 197 Sport volunteers
- 60 male participants, 14 NOCs
- Three events, three sessions on three competition days
- 95 percent of tickets sold, 51,286 total spectators, largest crowd on 21 February (19,796 spectators), an average of 17,100 spectators for each session
- Two test and training events from 1999–2002

BOBSLEIGH

- 125 Sport volunteers
- 197 male participants, 30 female participants, 35 NOCs
- Three events, five sessions on five competition days

- 100 percent of tickets sold, 74,187 total spectators, largest crowd on 23 February (15,520 spectators), an average of 14,837 spectators for each session
- Six test and training events from 1999–2002

SKELETON

- 125 Sport volunteers
- 26 male participants, 13 female participants, 19 NOCs
- Two events, one session on one competition day
- 100 percent of tickets sold, 14,860 total spectators
- Six test and training events from 1999–2002

LUGE

- 133 Sport volunteers
- 83 male participants, 29 female participants, 26 NOCs
- Three events, five sessions on five competition days
- 100 percent of tickets sold, 64,104 total spectators, largest crowd on 11 February (13,859 spectators), an average of 12,820 spectators for each session
- Six test and training events from 1999–2002

S O L D I E R H O L L O W

Three disciplines, 79 percent of tickets sold, 182,421 total spectators, competition and training everyday during the Games

BIATHLON

- 270 Sport volunteers
- 109 male participants, 91 female participants, 34 NOCs
- Eight events, five sessions on five competition days
- 81 percent of tickets sold, 64,160 total spectators, largest crowd on 20 February (14,845 spectators), an average of 12,830 spectators for each session
- Four test and training events from 1999–2002

CROSS-COUNTRY SKIING

- 332 Sport volunteers
- 160 male participants, 114 female participants, 44 NOCs
- 12 events, nine sessions on nine competition days
- 81 percent of tickets sold, 99,320 total spectators, largest crowd on 17 February (16,255 spectators), an average of 11,035 spectators for each session
- Four test and training events from 1999–2002

NORDIC COMBINED

- 332 Sport volunteers
- 60 male participants, 14 NOCs
- Three events, three sessions on three competition days

- 67 percent of tickets sold, 26,913 total spectators, largest crowd on 22 February (11,701 spectators), an average of 8971 spectators for each session
- Two test and training events from 1999–2002



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Park City Mountain Resort, far left, hosted snowboarding and giant slalom events. Center: The Ice Sheet at Ogden was home to all curling matches, including this final round between Norway and Canada. Many hockey games were played at The Peaks Ice Arena, near left.

SALT LAKE ICE CENTER

Two disciplines, 100 percent of tickets sold, 205,875 total spectators, competition and training everyday except one during the Games

FIGURE SKATING

- 93 Sport volunteers
- 73 male participants, 71 female participants, 31 NOCs
- Four events, nine sessions on nine competition days. One figure skating exhibition
- 100 percent of tickets sold, 145,997 total spectators, largest crowd on 17 February (14,767 spectators), an average of 14,600 spectators for each session
- One test and training event from 1999–2002

SHORT TRACK SPEED SKATING

- 47 Sport volunteers
- 68 male participants, 61 female participants, 26 NOCs
- Eight events, four sessions on four competition days
- 100 percent of tickets sold, 59,878 total spectators, largest crowd on 23 February (15,012 spectators), an average of 14,970 spectators for each session
- Six test and training events from 1999–2002

ICE SHEET AT OGDEN

CURLING

- 111 Sport volunteers
- 50 male participants, 50 female participants, 12 NOCs
- Two events, 33 sessions on 12 competition days
- 97.6 percent of tickets sold, 40,572 total spectators, largest crowd on 1 February (1410 spectators), an average of 1300 spectators for each session
- Three test and training events from 1999–2002



Far left: Numerous test events coordinated by SIOC, like this one at Utah Olympic Park, allowed athletes, judges and organizers to get a glimpse of how events would run in 2002. Near left: Spectators and staff file out of Utah Olympic Park after the skeleton event.

U T A H O L Y M P I C O V A L

S P E E D S K A T I N G

- 57 Sport volunteers
- 99 male participants, 71 female participants, 23 NOCs
- 10 events, 12 sessions on 12 competition days
- 100 percent of tickets sold, 53,056 total spectators, an average of 4375 spectators for each session, 12 sessions
- 9 out of 10 world records were set during the Games, the largest number of world records set at one event
- Four test and training events from 1999–2002

E C E N T E R A N D T H E P E A K S I C E A R E N A

I C E H O C K E Y

- 181 sport volunteers
- 322 male participants, 160 female participants, 16 NOCs
- Two venues, two events, 55 sessions on 16 competition days
- Four test and training events from 1999–2002

E C E N T E R

- 96.7 percent of tickets sold, 230,657 total spectators, largest crowd on 9 February (8,256 spectators), an average of 7960 spectators for each of the 31 sessions
- 16 days of competition

T H E P E A K S I C E A R E N A

- 93 percent of tickets sold, 131,067 total spectators, largest crowd on 17 February (5891 spectators), an average of 5461 spectators for each session, 24 sessions
- 13 days of competition

C O M P E T I T I O N A N D T R A I N I N G S C H E D U L E •

SIOC compiled a draft schedule of events in consultation with the IOC, the IFs, host broadcaster ISB and rights-holding broadcasters in 1999. The schedule was presented and approved at the December 1999 IOC Executive Board meeting in Lausanne, Switzerland. The IOC approval followed an agreement with individual IFs. The competition schedule was approved for all

disciplines, though exact times were subject to minor modifications. Sport also compiled a draft Games training schedule in consultation with the IFs, and schedules for athlete training, event run times and venue access.

The athlete training schedule was created in April 1998 in consultation with the IFs and was adjusted for the final time three months prior to the Games. This included significant changes to the competition schedule.

The event-run time schedule identified the lead-up to the start of competition, exact start time, the interval between athletes, the anticipated finish time per athlete and the exact end time. These schedules were used by broadcasters to create a transmission schedule and by Sport Production to plan in venue entertainment.

The venue access schedule determined when athletes could access each venue to start training and identified when venue services would be available to the athletes, including transportation, food service and medical services. For example, training at Soldier Hollow was not allowed from 15 January until 29 January. On 15 January, the venue was closed to complete venue construction. Soldier Hollow reopened when the Olympic Village opened on 29 January.

C O M P E T I T I O N		S C H E D U L E																8 - 2 4		F E B R U A R Y		2 0 0 2	
		8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24					
		FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN					
RICE-ECCLES OLYMPIC STADIUM		Opening Ceremony 18:00-21:00																Closing Ceremony 18:00-21:00					
SNOWBASIN SKI AREA	OUTDOOR VENUES	Downhill, Combined Downhill, Super-G		Downhill M 10:00-11:30	Downhill W 10:00-11:30		Combined Downhill/ Slalom M 10:00-11:30 W 13:00-14:00 15:00-15:30	Combined Downhill/ Slalom W 10:00-11:30 13:00-14:00 15:00-15:30		Super-G M 10:00-11:30	Super-G W 10:00-11:30												
DEER VALLEY RESORT		Slalom, Freestyle Moguls, Aerials	Moguls W Qualify 9:00-10:00 W Finals 12:00-13:00			Moguls M Qualify 9:00-10:30 M Finals 12:00-13:00				Aerials W Qualify 10:00-12:00 M Qualify 13:30-15:30		Aerials W Finals 12:00-13:00	Aerials M Finals 12:00-13:00	Slalom W 10:00-11:00 13:00-14:00				Slalom M 10:00-11:30 13:00-14:00					
PARK CITY MOUNTAIN RESORT		Giant Slalom, Snowboard Parallel GS, Halfpipe		Halfpipe M Qualify 10:00-11:30 W Finals 13:00-14:00	Halfpipe M Qualify 10:00-11:30 M Finals 13:00-14:00			Snowboard Parallel GS W Qualify 10:00-11:00 M Qualify 13:00-14:00	Snowboard Parallel GS M/W Finals 10:00-12:00						Giant Slalom M 10:00-11:30 13:00-14:30	Giant Slalom W 10:00-11:30 13:00-14:15							
SOLDIER HOLLOW		Biathlon, Cross-Country, Nordic Combined	Cross-Country M 30 km 12:30-14:00 W 15 km 9:00-10:00	Nordic Combined M 15 km 9:00-10:00	Biathlon W 15 km 11:00-13:00 M 20 km 13:30-15:30	Cross-Country W 10 km 9:00-10:30 M 15 km 12:00-13:30	Biathlon M 10 km Sprint 11:00-12:30 W 7.5 km 13:30-15:00	Cross-Country M 10 km + 10 km Pursuit 9:15-10:30 M Qualify 13:30-14:30	CC W 5 km + 5 km Pursuit 9:00-10:00 11:30-12:00 NCM 4x5 km Team 13:30-14:30	Biathlon M 12.5 km Pursuit 9:00-10:00 W 10 km Pursuit 12:00-13:00	Cross-Country M 4x10 km Relay 9:30-11:30	Biathlon W 4x7.5 km Relay 11:30-13:30	Cross-Country M/W 15 km Sprint 9:00-10:00 12:30-14:30	Biathlon M 4x7.5 km Relay 11:00-13:00	Cross-Country W 4x5 km 12:30-13:45	Nordic Combined M 7.5 km Sprint 10:00-11:30	Cross-Country M 50 km 9:30-13:00	Cross-Country W 30 km 9:30-12:00					
UTAH OLYMPIC PARK		Bobsleigh, Luge, Skeleton, Ski Jump, Nordic Combined	Ski Jump MK90 Qualification 9:00-11:30	Nordic Combined MK90 Individual 9:00-12:15	Ski Jump M K90 Finals 8:30-11:00 Luge M 16:00-19:00	Luge M 9:00-12:30	Ski Jump MK120 Qualification 8:30-11:00 Luge W 16:00-19:00	Ski Jump M K120 Finals 8:30-11:00 Luge W 16:00-19:00	Nordic Combined M K90 Team 8:30-11:30	Doubles Luge M 9:00-11:30	Bobsleigh M Two-Man 15:00-18:45	Bobsleigh M Two-Man 15:00-18:45	Ski Jump M K120 Team 8:30-11:30	Bobsleigh W 16:30-18:30	Skeleton M/W Singles 9:00-12:00	Nordic Combined M K120 Sprint 10:30-12:30	Bobsleigh M Four-Man 15:30-18:45	Bobsleigh W Four-Man 15:30-18:45					
E CENTER		Men's and Women's Ice Hockey	Ice Hockey M 16:00-18:30 21:00-23:30	Ice Hockey M 19:00-21:30	Ice Hockey W 11:00-13:30 M 16:00-18:30	Ice Hockey W 11:00-13:30 M 16:00-18:30	Ice Hockey W 11:00-13:30 M 16:00-18:30	Ice Hockey M 15:00-17:30 20:00-22:30	Ice Hockey M 11:00-13:30 14:00-16:30 19:00-21:30	Ice Hockey W 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey M 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey W 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey M 11:00-13:30 16:00-18:30	Ice Hockey W 11:00-13:30 16:00-18:30	Ice Hockey M 11:00-13:30 16:00-18:30	Ice Hockey W 11:00-13:30 16:00-18:30	Ice Hockey M 12:00-14:30 16:15-18:45	Ice Hockey W 12:15-14:45	Ice Hockey M 13:00-15:30				
THE PEAKS ICE ARENA		Men's and Women's Ice Hockey	Ice Hockey M 14:00-16:30 19:00-21:30	Ice Hockey M 16:00-18:30	Ice Hockey W 14:00-16:30 M 19:00-21:30	Ice Hockey W 14:00-16:30 M 19:00-21:30	Ice Hockey W 14:00-16:30 M 19:00-21:30	Ice Hockey M 11:00-13:30 16:00-18:30 M 21:00-23:30	Ice Hockey W 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey M 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey W 14:00-16:30 16:00-18:30 19:00-21:30	Ice Hockey M 13:30-16:00 19:00-21:30	Ice Hockey W 14:00-16:30 19:00-21:30	Ice Hockey M 14:00-16:30 19:00-21:30	Ice Hockey W 14:00-16:30 19:00-21:30	Ice Hockey M 13:30-16:00 18:40-21:10	Ice Hockey W 12:00-14:30						
SALT LAKE ICE CENTER		Figure Skating, Short Track Speed Skating	Figure Skating Pairs Short 18:30-21:30	Figure Skating Pairs Short 18:30-21:30	Figure Skating Pairs Free 17:45-21:30	Figure Skating M Short 17:15-21:30	Short Track W 1500m (Final) M 1000m (Prelim) M 5000m Relay (Prelim) 18:00-21:30	Figure Skating M Free 17:45-22:00	Figure Skating Dance Compulsory 15:45-21:00	Short Track M 1000m (Final) W 500m (Final) W Relay (Prelim) 18:00-21:00	Figure Skating Dance Original 17:30-21:00	Figure Skating Dance Free 17:15-21:15	Figure Skating W Short 17:15-21:30	Figure Skating W Short 17:15-21:30	Short Track M 1500m (Final) W Relay (Final) W 1000m (Prelim) 18:00-21:00	Figure Skating W Free 17:45-22:00	Figure Skating Exhibition 18:45-21:15	Short Track M 500m (Final) W 1000m (Final) M Relay (Final) 18:00-21:00					
UTAH OLYMPIC OVAL		Speed Skating	Speed Skating M 5000m 12:00-15:30	Speed Skating W 3000m 13:00-15:30	Speed Skating M 500m 13:00-14:30	Speed Skating M 500m 13:00-14:30	Speed Skating W 500m 17:00-18:30	Speed Skating W 500m 17:00-18:30	Speed Skating M 1000m 13:00-15:00	Speed Skating W 1000m 17:15-19:15	Speed Skating M 1500m 13:00-15:00	Speed Skating W 1500m 13:00-15:00	Speed Skating M 1000m 13:00-15:00	Speed Skating W 1000m 13:00-15:00	Speed Skating M 1000m 13:00-15:00	Speed Skating W 1000m 13:00-15:00	Speed Skating M 1000m 13:00-15:00	Speed Skating W 5000m 13:00-14:45					
THE ICE SHEET AT OGDEN		Men's and Women's Curling			Curling M 9:00-12:00 19:00-22:00 W 14:00-17:00	Curling M 14:00-17:00 W 9:00-12:00 19:00-22:00	Curling M 9:00-12:00 19:00-22:00 W 14:00-17:00	Curling M 14:00-17:00 W 9:00-12:00 19:00-22:00	Curling M 9:00-12:00 19:00-22:00 W 14:00-17:00	Curling M 14:00-17:00 W 9:00-12:00 19:00-22:00	Curling M 9:00-12:00 19:00-22:00 W 14:00-17:00	Curling M 14:00-17:00 W 9:00-12:00 19:00-22:00	Curling M 9:00-12:00 19:00-22:00 W 14:00-17:00	Curling M 14:00-17:00 W 9:00-12:00 19:00-22:00	Curling W Tiebreaker 9:00-12:00 14:00-17:00 W 9:00-12:00 M 14:00-17:00	Curling W Bronze 9:00-12:00 W Gold 14:00-17:00	Curling M Bronze 9:00-12:00 M Gold 14:30-17:30						
Daily Medals		4	5	6	4	6	4	5	6	3	5	5	7	5	4	7	2						

TEST AND TRAINING EVENTS •

Test and training events were held to test equipment and operational procedures, practice the preparation of the field of play and identify, train and test field of play or sport volunteers. Sport also tested and integrated the timing, scoring and results systems (Seiko, WigeMIC, Sema); integrated the venue teams and provided athletes the opportunity to compete at the Olympic venue, and tested course design and technical venue elements. Finally, these events provided the opportunity for IFs to become familiar with Salt Lake 2002 venues and operations and for SLOC to identify risks in preparing for the Games.

Starting in fall 1998, Sport began conducting training events. Training events (national championship level events) were organized to prepare for the larger test events (World Cup and World Championship level events) to be held during the 2000–01 winter season. Sport hosted 12 training events in the 1998–99 winter season, 16 training events in the 1999–2000 winter season, 18 test events and 10 training events in the 2000–01 winter season, and 10 training events in the 2001–02 season prior to the Games.

These rigorous preparations allowed the sport managers and competition management teams to face and solve many challenges that presented themselves during the Games.

HOMOLOGATION

As part of the field-of-play preparation, Sport was responsible for the homologation process. This took place between November 1997 and March 2000. In order to ensure world-class competition venues, the seven international sport federations homologated (certified) each of the ten competition venues prior to the 2001 test event season.

Each international federation appointed a representative to visit the competition venues. This representative certified that the construction of the field of play met all of technical requirements for that specific sport. This certification meant that the venue was ready for international competition.

SNOW CONTINGENCY PLANS

Sport took great efforts to create an efficient contingency plan. Most importantly, Sport worked out a snow contingency plan two years prior to the Games. All courses at outdoor venues were completely serviced by snowmaking equipment.

Historical weather data indicated snowmaking was possible in late October, allowing ample time to accumulate and build a base of snow that would withstand any warm weather that might occur during the Games.

Soldier Hollow, however, was the only venue that remained susceptible to warm weather effects. Sport implemented a plan to stockpile a reservoir of man-made snow at a higher elevation. The Soldier Hollow team went through this exercise two years before the Games. The stockpiled snow was trucked into a training event in late March and spread on the course. The drill was a success and taught the venue team valuable lessons in the delivery and distribution of the new snow.

Delay, postponement and cancellation plans, as they related to the competition schedule, were handled by the managing director of Sport and the Sport Operations Team in the Sport Command Center. Extensive preparation regarding the process and procedure was undertaken in Venue Team and SLOC-wide simulations and rehearsals. During the Games, there were only three delays, three postponements and no cancellations.

SPORT AND INTERNATIONAL FEDERATIONS •

Sport worked to develop a strong relationship with the IFs. The managing director of Sport communicated with IF presidents and secretaries general regarding major global issues such as the competition schedule, athlete numbers, technical official arrangements and IF cooperative agreements.

Sport managers worked directly with technical delegates on technical matters such as venue homologation, athlete qualification, sport equipment, field-of-play suitability and other technical preparations.

Technical delegates, representing the IFs, worked closely with sport managers at test events one year prior to the Games to advise and ensure preparations were progressing and appropriate for the Games. Additional visits were planned as needed to review and update Games preparations. Key elements of planning were facilitated through the unprecedented creation of cooperative agreements.

INTERNATIONAL FEDERATION COOPERATIVE AGREEMENTS

In an effort to communicate and to establish a mutual understanding with IFs, Sport compiled cooperative agreements starting a year before the Games outlining areas critical to the execution of the Salt Lake 2002 Games. Through the process of discussing and agreeing on these critical areas prior to the Games, Sport enhanced its positive working relationship with each IF.

The cooperative agreements were drafted between SLOC and each individual IF. As such agreements had never before been used for an Olympic Winter Games, Sport largely developed the format and content. Creating concise, clear documents helped the process to move along smoothly.



With morning events to attend at Utah Olympic Park, far left, many spectators journeyed up the hill at dawn. Spectators walk toward snowboarding at Park City Mountain Resort, center, and speed skating at the Utah Olympic Oval, near left.

These were working documents, and as the Games drew closer, additional topics, updates and amendments were discussed and changed based on the IFs and SLOC reaching a mutual understanding. These amendments were added to the overall agreement. Topics of these agreements included:

- List of events and competition format
- Competition schedule
- Athlete numbers and qualification criteria
- Sport entries and qualifications
- Draws
- Field-of-play sport equipment
- Competition regulations (rule book)

- Technical manuals
- Official competition and training access to venue
- IF offices and equipment at the venue
- Athlete venue facilities
- Timing, Scoring and Results
- IF executives and guests
- IF-appointed technical officials, media, broadcast, marketing
- Stadium production and Medals Ceremonies
- Doping Control protocol

T E C H N I C A L D E L E G A T E S & T E C H N I C A L O F F I C I A L S

All services provided to IF officials during the Games were governed by what was agreed upon by SLOC and the seven IFs in the cooperative agreements by IOC regulations and by the Olympic Charter. Precedence from other Olympic Winter Games, especially Nagano, was also taken into consideration.

Sport introduced, for the first, time a Technical Officials Manual, categorized by IF or discipline, as a guide to the Salt Lake 2002 Games. This publication included information on issues or questions that officials might have regarding their stay and assignment while at the Games.



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The women's ice hockey team from Kazakhstan listens to the coach after a match, far left. Center: Short track athletes wait for the next round of the 1000 m event at the Salt Lake Ice Center. Members of Poland's delegation rest at the Utah Olympic Oval, near left.

T E C H N I C A L V O L U N T E E R S

Another essential component to Sport's technical requirements was volunteer recruitment. Utah had limited experience with hosting international winter sports events and as a result had an inadequate pool of officials who were qualified to judge and run events at an Olympic level. The Sport managers used their international connections in their respective sports and recruited qualified officials who that could organize, run and manage various aspects of the competition. As these officials were technically volunteers, SLOC assisted them with travel, accommodations, food and a per diem. Sport recruited 732 technical volunteers for the Games.

W E A T H E R S U P P O R T P R O J E C T

Because most competitions would be affected by the weather, Sport managed SLOC's Weather Support Project (WSP). The goal of WSP was to provide excellent weather support to all competitors, officials and viewers of the Salt Lake 2002 Games. The WSP provided weather forecasts and warnings, observations of weather conditions, climate information and advice on weather effects to run fair and safe competitions, protect lives and property and to promote the efficient operation of the Games.

All previous Olympic weather projects had been operated by national weather services, but WSP was a partnership formed among the National Weather Service, the University of Utah and KSL TV. The partnership worked well as the team had an 89 percent accuracy rating in its overall three-day forecasts during the Games.

Based on the fact that weather in the Salt Lake area can vary greatly from one venue to the next, it was decided that point-specific forecasts were essential and that dedicated forecasters would be located at each of the outdoor venues. These forecasters became experts on their venue and gave the sport manager accurate information and advice regarding the weather and how it would affect their venue and competition.

The forecasts and information gathered by WSP were used by and for a wide range of customers and systems to provide:

- Dedicated professional forecaster(s) and volunteer weather observers (weather aides) at each of the five outdoor competition venues to support the competition management team
- The feed of current weather conditions and forecast data for five competition venues and Salt Lake City area to the info2002 system and the SLOC website
- Current conditions data to on-venue results during competitions and training as outlined by ORIS (Olympic Results Information Systems)
- Live briefings to the MOC and IOC daily with additional briefings as necessary
- Printed weather information directly to the Transportation Operations Center and the aviation community on a regular basis
- Area, venue, transportation and corridor forecasts via the MOC to the following functions: WRCS, Ceremonies, Medical Services, Event Services and any other functions upon request.

The SLOC sport entries department worked with each of the IFs to verify that the entered athletes had met the qualification standards. The sport entries and qualification process occurred in three phases:

Q U A L I F I C A T I O N R E V I E W

In April 2001, SLOC worked with each IF to gather results from the 2000–01 winter season. SLOC sent each NOC information on its qualified athletes, slots earned and remaining opportunities for qualification. NOCs reviewed this data and notified SLOC of any discrepancies. This allowed accurate planning on athlete numbers for each sport and NOC delegation.

ENTRY BY NUMBER FORM On 1 November 2001, SLOC distributed an Entry by Number form to each NOC. The NOC indicated on this form the number of athletes it intended to enter in each sport and discipline in the Salt Lake 2002 Olympic Winter Games. NOCs were obligated to return this to SLOC no later than 1 December 2001.

ENTRY BY NAME AND ELIGIBILITY CODE FORMS The Entry by Name form constituted the official entry of an athlete to compete in a specific event at the Salt Lake 2002 Games. The NOC submitted an Entry by Name form for each athlete, except for those competing in ice hockey and curling, in which team forms were required. In addition to the Entry by Name form, an Eligibility Code form signed by each athlete was required, agreeing to conditions governing their participation in the Games. SLOC asked all NOCs to return all forms no later than 28 January 2002.

A Delegation Registration Meeting (DRM) was held prior to the delegation being permitted to enter the Olympic Village. The purpose of the DRM was to negotiate accommodation factors such as number of participating athletes and officials, and transportation needs.

P U B L I C A T I O N S •

Sport worked with Creative Services to produce and publish a wide variety of Sport publications. To complement the hard copy version of these publications, all material was duplicated on CDs and shared on the SLOC website, allowing SLOC to disseminate the information to a broad audience.

SPORT PUBLICATIONS:

- Sport Technical Manuals (sport-specific information)
- Sport Summary
- Athlete Guide to the Games
- Results Covers (sport-specific information)
- Team Captains' Manuals (sport-specific information)
- Technical Officials Manuals (sport-specific information)
- Venue maps (sport-specific information)
- Sport Entry Forms
- Sport Descriptions (sport-specific information)
- Programs (sport-specific information)
- Transfer of Knowledge Reports (sport-specific information)
- Official Report
- Official Spectator Guide to the Games (sport-specific information)

S P O R T C O M M A N D C E N T E R •

The Sport Command Center (SCC) operated within the MOC as a conduit to gather, share and disseminate sport-specific information to and from a wide range of individuals and groups, and resolved issues where necessary. SCC staff was responsible to effectively monitor and communicate to the MOC, IOC, NOCs, IFs and to the sport manager at each competition and training venue as it pertained to sport-related activities and problems. Although the vast majority of issues were resolved at the venue level by the sport manager, the SCC did take an active role in obtaining resolution to issues that were systemic or beyond the sport manager's scope or sphere of influence.

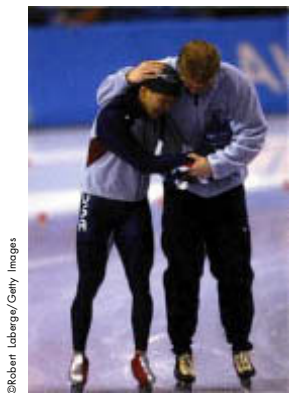
Sport Operations staff manned the SCC 24 hours a day, 7 days a week, from 15 January to 26 February. The SCC team was in daily contact with each sport manager via phone and through a daily summary report of significant issues the competition management team had faced during the day. All calls and requests were logged and tracked to ensure resolution and closure.

On three occasions during the Games, in cases where a delay changed to a postponement, SCC staff was required to set up, coordinate and chair a conference call that brought together all members of the scheduling committee. The SCC was then responsible through the MOC to inform the rest of the organization of the new event, dates and times.

S P O R T I N F O R M A T I O N D E S K •

The primary function of the Sport Information Desk in the Olympic Village was to provide a convenient source of sport-related information to Olympic Village residents. The Sport Information staff provided a convenient contact for athletes and coaches who had sport-related questions.

The Sport Information Desk was strictly a Games-time operation. The Sport Information team staffed the desk from 25 January through 26 February. The desk was operational from 07:00 to 23:00 each day. All calls and requests were logged and tracked to ensure resolution and closure.



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Far left: Derek Parra of the United States is congratulated by his coach after winning the gold medal in men's 1500 meter speed skating event. Center: Apolo Anton Obno celebrates after winning gold. Near left: Michaela Dorfmeister of Austria rests after her run in the women's downhill final.

YOUTH SPORT PROGRAMS •

The mission of SLOC Youth Sport Programs was to offer a legacy of sport programming by expanding and continuing programs beyond the Olympic Winter Games at Olympic Legacy venues. The endeavor provided sport exposure within participatory sport simulations taken to public, private or parochial schools and city festivals, targeting the largest segment of Utah youth.

The Street to Sports program was presented by Delta Airlines to target youth who, due to their circumstances, would never have had the opportunity to participate in Olympic Winter sports. By providing sport incentives to organizations such as Boys and Girls Clubs, Youth Corrections and Police Mentor programs, thousands of Utah youth experienced sport. Children were able to take part in sports, view test events and enroll in other SLOC youth sport programs. More than 40,000 children participated.

In the Short Sport Program, Olympic Winter Games sports were presented in simulation to students. Sports included alpine skiing, speed skating, curling, luge and freestyle aerials on a bungee system. More than 55,000 students participated.

The Short Sport exposure programs were presented to 51 communities. SLOC hired young athletes who had begun in the Sport to Sport or Street to Sport programs to act as mentors and coaches. The program appeared in 25 community events throughout the 2001 summer. More than 32,000 young athletes participated.

Staff at three Olympic Legacy venues—Utah Olympic Park, Utah Olympic Oval and Soldier Hollow—presented two programs. The "Wannabes" program was a revenue-generating program for anyone to try an Olympic sport with participating national team coaches and athletes. Activities included freestyle aerials, bobsleigh, skeleton and Zamboni driving. More than 1000 people participated in the program. The School to Skate program targeted fourth through sixth-grade students in elementary schools located near Olympic ice venues. School to Skate consisted of a presentation and simulation of speed skating in the classroom or at events by Utah Olympic Oval staff or United States Speed Skating Team members, followed by invitations to attend four free speed skating lessons. While at the ice arena, young people were introduced to the Oval Speed Skating Club and

Facilitated Athlete Sport Training (FAST) programs for additional coaching, training and competition. More than 26,000 students participated in the program.

FUNCTION RELATIONS •

Positive working relationships with key functional areas within the organization were critical in the successful execution of the Games. This relationship allowed for the quick and timely resolution of most issues. The following were instrumental to the success of Sport:

- Venue Development: Sport manager and venue designer met from 1998 to 2000 to discuss and plan the venues and fields of play from an athlete's point of view. Involved the IFs in the early stages to ensure all technical requirements are met
- Event Management/Operations: The positive relationship between the Sport Manager and General Manager was essential in hosting successful Games.
- Transportation: Due to the unique and varied types of constituents, it was important that Sport and Transportation meet on a weekly basis to ensure all transportation and parking needs were met. The Sport managers and Venue Transportation managers developed a strong and cooperative relationship that recognized Sport as the customer.
- Technology: Sport hired a Sport Information Technology specialist to interface with the Timing, Scoring and Results managers at each venue. This was critical in bridging the gap of understanding between Sport and Technology. Test events and homologation allowed Sport to test the systems and helped develop the cooperation between the two groups.
- Creative Services: Sport hired a publications specialist one year out, who had sports writing experience, to act as a liaison between the Sport managers and Creative Services.
- Accreditation: Sport Entries and Accreditation worked closely, starting three years out from the Games. IF requirements were identified two years out by clarifying them in the cooperative agreements. It was important to identify supplemental accreditation devices prior to the test-event season.
- NOC and Athlete Services: The managing director of Sport and Sport representatives met with the NOC's on all visits to Salt Lake City. Close collaboration with NOC and Athlete Services was essential on competition and training schedule changes, access to venues, test events, sport entries and accreditation, parking, transportation and food services.
- Accommodations: Sport Operations managed accommodations for all of sport centrally. Sport worked closely with accommodations to secure quality housing in close proximity to the venue for all Technical Officials and Technical Volunteers. This process was initiated two years prior to the Games.
- Food Services: Sport and Food Services worked together to select and develop a menu for the athletes in the Village and at the venues. This was included in the IF cooperative agreements. Food Services identified approximate athlete, team official, technical official, servicemen and competition management staff numbers one year out.
- Human Resources: A full-time Human Resources employee was assigned to Sport to manage and assist the team with job descriptions, titles, recruitment and hiring of volunteers and staff.
- Broadcast Management: Weekly meetings were held with Sport and ISB to discuss and review the competition schedule.

- Ceremonies: Sport coordinated with Ceremonies to establish protocol at the OMP and during Venue Flower Ceremonies.
- Ticketing: It was important for Sport and Ticketing to coordinate closely on any competition schedule changes.

C O N C L U S I O N •

Many of SLOC's legacy programs were developed to leave equipment and data for the Salt Lake City area. After the Games, Sport helped with the transition to the Utah Athletic Foundation (UAF) of the SLOC-run venues: Utah Olympic Oval, Utah Olympic Park and Soldier Hollow. SLOC turned over the management of these venues to the UAF on 1 May 2002. The venues are run as sport venues with a dual mandate to establish a grassroots development program that will encourage the children of the community to participate and enjoy winter sports, and to provide world-class training facilities for international-caliber athletes.

L E G A C Y P R O G R A M S •

With help from IFs and NOC and Athlete Services, Sport was able to meet and exceed athlete needs and requirements, and organize and deliver an environment of excellence for Olympic athletes, officials, volunteers and spectators. Sport also created a legacy for the winter sport and recreational communities in Utah, making the Salt Lake 2002 Olympic Winter Games one of the most successful Games in Olympic history.



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Snowboarding Half pipe

P A R K C I T Y M O U N T A I N R E S O R T

M E D I C A L S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: December 1997 • Date Ended: April 2002
-

R E P O R T E D T O

Cathy Priestner Allinger, managing director, Sport

P R O G R A M D E L I V E R A B L E S

- Organized the Sixth IOC World Congress on Sport Sciences • Provided office space and support NOC medical staff at the Olympic Village and venues • Provided office space and administrative support to the IOC Medical Commission during the Games
 - Conducted medical reports and public health surveillance • Medical equipment and supplier sponsorships
 - Recruited, selected and managed the volunteer medical staff • Operated the athlete and spectator/staff medical stations at the venues
 - Operated the Olympic Village Polyclinic • A system of Olympic Family hospitals • Operated the medical headquarters at the Main Operations Center (MOC) • Oversaw SLOC's doping control program
-

B U D G E T

- Total: \$13 million (approximate, includes VIK and donations) • Cash: \$25,000 (goal was to use only alternate sources of funds)
 - Cash Donations: \$7.9 million including: • VIK: \$5.2 million
-

S T A F F

- Ginny Borncamp, director • J. Charles Rich, M.D., chief medical officer:

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 41 • December 2001: 57 • Paid staff: • pre-Games: 6 full-time, 8 part-time
 - Games-time: 4 central, 4 regional, 40 venue-based • Volunteers: 1800, stationed across 37 medical stations
-

K E Y C H A L L E N G E S

- Definition of the scope of medical care appropriate to provide at the venues (a subjective determination for the OCOG)
 - Recruitment of expert medical staff • Addition of extra capacity for EMS/ambulance agencies (vehicles, equipment and staff)
 - Radiology facility design that would satisfy both sponsor and budget requirements • Training of volunteers given the large time constraints from the volunteers' private medical practices • Development of contracts from donors due to SLOC's stringent insurance requirements
-

K E Y M I L E S T O N E S

- 1999: Signed letter of intent and donor agreement for health services with Intermountain Health Care (IHC) and University of Utah
 - April 1999: Drew up project plan and line-item budget
 - October 1999–March 2000: Participation in test events
- August 2000: Formed medical credential committee to screen volunteer applicants
 - October 2000: Equipment and supply donation letter of intent signed
 - October 2000–March 2001: Participation in test events
- April 2001: Finalized medical response plans following last test-event season
 - June 2001: Finalized medical volunteer training materials
 - July 2001: Finalized IOC and IPC medical and doping control guides
 - July 2001: Finalized medical volunteer staff schedules
- November 2001: Finalized "staging" of all medical supplies at medical warehouse (ready for load-in at venues)
 - January 2002: Trained medical volunteers



M E D I C A L S E R V I C E S

Medical Services began operations in October 1997 with the selection of SLOC's chief medical officer. In December 1997, SLOC hired its director of medical services, a loaned employee from Intermountain Health Care (IHC). Due to the function's safety impact on field-of-play operations, the Olympic Family, athletes and spectators, SLOC needed to recruit talent with an extensive experience in the health-care industry. The function's director brought to SLOC her background in hospital operations and materials management with IHC, two key skills that bolstered the planning and organization of SLOC's Medical Services program.

In its early stages, Medical Services operated in a planning mode to determine the scope and overall direction of the program. SLOC modeled the function's structure on the medical services program of the Atlanta 1996 Games. Under this model, Medical Services was responsible for the procurement of SLOC's medical equipment and supplier sponsorships, recruitment and management of the volunteer medical staff, athlete medical services, spectator medical stations at the venues, the Polyclinic, the Olympic Family hospitals and the medical headquarters at the MOC. The function supported the NOCs medical staff at the Village and venues and provided office space and administrative support to the IOC Medical Commission.

In addition, the function organized the IOC World Congress on Sport Sciences scheduled for fall 2001. The international meeting was canceled because of the events of 11 September 2001.

Medical Services also directed SLOC's comprehensive Doping Control program, which enforced the IOC guidelines banning prohibited substances during the Games. These deliverables covered the entire scope of SLOC's medical services program for the Salt Lake 2002 Games.

By the end of its first year, the function had achieved one of its major procurement milestones. In 1998, it signed its program sponsorships for health services and the Village-based Polyclinic. Following a series of negotiations, SLOC signed a donor agreement with IHC, a regional provider of hospital services. IHC supplied SLOC with consistent and comprehensive medical coverage for the entire Olympic Family hospital network. In a move to limit its insurance exposure and liability, SLOC included complete malpractice coverage in its contract with IHC for all practitioners who worked in the medical services program.

To provide medical coverage to athletes at the Olympic Village, IHC signed a contract with the University of Utah Health Services Center. The agreement provided the resources to staff and operate the Village Polyclinic, which was located on the University of Utah campus.

Medical Services was able to obtain supplies with VIK from Cardinal Health, a major medical supplies vendor. Cardinal agreed to supply SLOC with \$5 million in VIK for medical supplies, equipment and services.

By April 1999, Medical Services had drawn up its project plan, drafting an initial cash budget that delineated the necessary financial resources required to cover its program deliverables. Medical Services developed a bottom-up budget, which was structured to document every detail within the function, including materials costs, staffing and logistics. Although its early budget highlighted the function's solid organizational skills, Medical Services experienced continued challenges in its financial planning, mainly as a result of SLOC's evolving financial-planning software and processes. Because the function was one of SLOC's first departments to develop a detailed line-item budget, it did not have an established pattern to follow. Throughout 1999, the function reassessed its planning needs and its budget in response to unforeseen issues.

As a result of these planning efforts, Medical Services had drafted its initial budget by late 1999. The program included a \$4 million portion for Doping Control. The financial resources of the program required the function to work closely with Finance to secure adequate funding and VIK support from senior management within the organization.

With its budget firmly in place, Medical Services began to establish critical external working relationships that linked SLOC to Utah's medical community. These relationships provided the program with essential government input, as well as emergency transportation resources required to support SLOC's medical services plan. Beginning in 1999, the function met with members of the Environmental Public Health Alliance (EPHA), the federal department that regulated mass gathering permits at large-scale events. The EPHA ensured that SLOC met these requirements. Additionally, the EPHA validated SLOC's medical surveillance program.



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At a fashion show displaying Medical Services uniforms, basketball player Thurl Bailey feigns injury (far left). Medical Services volunteers work at Soldier Hollow, center, and at Snowbasin, near left.

Additionally, Medical Services consulted with administrators from the Centers for Disease Control (CDC) and the United States Department of Defense (DOD). State and local health officials were involved to assess Salt Lake City's emergency response capacity, and to ensure that SLOC complied with Utah's tobacco and alcohol regulations. The linkages between Medical Services and these government agencies were crucial components of SLOC's planning for Games-wide health hazards.

For emergency transportation and EMT services, SLOC worked directly with UOPSC. Medical Services coordinated these efforts with UOPSC, which oversaw the regional ambulance agencies that provided services at SLOC's competition and noncompetition venues. IHC, which owns an air ambulance company, provided Medevac helicopters to support the remote outdoor venues.

As the function moved past its second year of operation, it began to augment its staff. By April 1999, Medical Services had hired an administrative assistant to help organize the function, and by August 1999, two managers had been hired from IHC's sports medicine clinic.

With staffing levels increased, Medical Services benefited from technological solutions that tracked and managed its workforce and material resources. For inventory control, SLOC tracked its medical supplies in a simple spreadsheet that interfaced with a database at Cardinal Health and IHC. Although the system maintained basic functionality, SLOC would have operated more fluidly with a dedicated inventory tracking software package. In late 1999, SLOC selected a Primavera software package to bolster the function's detailed project planning.

Medical Services collaborated with Human Resources to manage its volunteer recruiting and training. Under the function's project plan, volunteers would provide the backbone of SLOC's medical treatment capabilities. Due to budget constraints and a limited eight-person paid staff, Medical Services relied heavily on the expertise of practitioners who were willing to donate their time and energy to the program. IHC was able to provide stipends to volunteers from their venue-based leadership team.

In August 2000, Medical Services implemented a comprehensive approach to recruit and screen its volunteers. SLOC formed a medical credential committee to coordinate volunteer recruitment and select prospective applicants. The committee reviewed résumés and recommendations of all medical staff who applied for Games employment. IHC's screening process ensured the quality and integrity of the function's volunteers, who held the vital responsibility of providing medical care to athletes, spectators and Olympic Family during the Games.

As volunteer recruiting progressed through September 2000, the function was challenged to effectively manage its highly trained but time-strained volunteers. Many Medical Services volunteers anticipated time pressures between their professional practices and SLOC's volunteer requirements. Medical Services mitigated these concerns with a reduced staffing schedule, requiring volunteers to work seven shifts rather than 12. These adjustments allowed volunteers to maintain their private practices while supporting SLOC's Games-time medical program.

In light of these time pressures, Medical Services achieved a major success with its volunteer staff during the test events in 2000-01. During the test-event season, SLOC managed 29 international competitions, and Medical Services staffed these events with more than 300 volunteers. The test-event schedule helped Medical Services evaluate its programs and make necessary changes prior to February 2002. Specifically, the function adjusted its plan for field-of-play positions, medical supply requirements and staffing numbers to meet the unique needs of each sport venue.

SLOC confirmed its athlete care program to include radiology and resonance-imaging services at the Olympic Village in 2001. Kodak, a TOP sponsor with the IOC, reallocated VIK to Medical Services to provide state-of-the-art equipment to SLOC, which added to Medical Services' successful athlete care program during the 2002 Games.

In February 2002, Medical Services employed 1800 volunteers across 37 medical stations at both competition and noncompetition venues. Given the large scope of the program, communication played an integral role for the function during the Games. Two-way radios were the crucial

technology that linked the Medical Services staff and its volunteers. The function decided to equip all mobile medical personnel with a radio. At Snowbasin Ski Area, site of alpine skiing competitions, SLOC used more than 40 radios for field-of-play medical care, and 10 additional units for spectator medical staff. Liaison radios were deployed to the ground as were air ambulance medical crews. At the venues, comprehensive communications capabilities ensured that SLOC could effectively handle emergencies during the Games.

As a requirement of the IOC Medical Commission, the function implemented an analog data-entry system at the Polyclinic during the Games. The analog system required venue medical staff to fax medical encounter forms to the Polyclinic throughout its shifts. The function's centralized data-entry system streamlined the volunteer training program and reduced the functions budget for information technology. With a single computer system operating only in the Polyclinic, SLOC medical headquarters and at the IOC Medical Commission offices, Medical Services reduced the complexity of its operations at the venues. The diligent planning and operation of SLOC's medical services program provided the best possible medical coverage for all its constituents during the Salt Lake 2002 Games.



Sasha Cohen, United States of America

S A L T L A K E I C E C E N T E R

Sebastian Kolasinski and Sylwia Nowak, Poland

S A L T L A K E I C E C E N T E R





D O P I N G C O N T R O L

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1999 • Ended: April 15
-

R E P O R T E D T O

- Ginny Borncamp, director, Medical Services • J. Charles Rich, M.D., chief medical officer
-

P R O G R A M D E L I V E R A B L E S

- Designed, implemented and managed all athlete drug testing throughout the Salt Lake 2002 Olympic Winter Games.
-

B U D G E T

- Total: \$5.5 million • Cash: \$2.2 million • VIK: \$3.3 million in government funding
-

S T A F F

- Dr. Doug Rollins, M.D., Ph.D., director • Michele Brown, program manager

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 4 • December 2001: 6

G A M E S - T I M E S T A F F I N G :

- Paid staff: 4 • Volunteers: 300
-

K E Y C H A L L E N G E S

- Recruiting medically trained volunteers
 - Securing government funding
 - Finalizing the laboratory contract that fulfilled IOC requirements and standards
-

K E Y M I L E S T O N E S

- 1999: Hired initial staff, identified funds, began negotiations with laboratory.
- 2000: Finalized lab contract, recruited volunteers, observed at Sydney 2000 Olympics, hired additional staff, worked test events.
- 2001: Continued test-event season, completed Games-time lab preparations, developed IF protocols, wrote operations manual, scheduled volunteers for Games, ordered supplies, wrote Doping Control Guide, increased staffing and prepared Doping Control Chain-of-Custody Forms.
- 2002: Finalized volunteer training, final preparations of venue Doping Control Stations, Games-time testing



D O P I N G C O N T R O L

The mission of SLOC's Doping Control program was to develop a scientifically valid and forensically sound anti-doping program. The program provided a level playing field with regard to the use of IOC banned substances during the Salt Lake 2002 Olympic Winter Games. The program was divided into four phases:

1. A 100% Initiative: Working with the World Anti-Doping Agency (WADA), NOCs, IFs and national anti-doping agencies to ensure that all athletes were tested prior to attending the Salt Lake 2002 Games.
2. Pre-Competition Testing Program: Testing randomly selected athletes prior to the beginning of their competition.
3. Blood-Testing Program: Testing for the use of erythropoietin (EPO) in all athletes participating in the endurance sports of cross-country skiing, biathlon, nordic combined, speed skating and short track speed skating.
4. In-Competition Testing Program: Urine testing of the top four athletes (or a random selection from the respective team) in each medal event, plus one or two random athletes in those events. In the team event of ice hockey, a random athlete was selected from each team for each preliminary game. In curling, one random athlete was selected from each preliminary round.

Doping Control's main deliverable was to design, implement and manage all athlete drug testing throughout the Salt Lake 2002 Olympic Winter Games. Once the Olympic Village opened on 29 January 2002, Doping Control assumed responsibility for the testing and enforcement of IOC doping standards for banned substances. Doping Control managed competition testing at the venues and precompetition tests during the Games.

SLOC's Doping Control Program was based on the IOC's Olympic Movement Anti-Doping Code. The primary tenet of the code considers that the complete elimination of doping from sport is one of the fundamental objectives of the Olympic Movement. Under this guideline, the Anti-Doping Code contains the framework of basic elements that the entire Olympic Movement must

respect. The list of banned substances established by the IOC applies to the Olympic Games, and the various championships and competitions to which the IOC grants its patronage or support. Additionally, the Anti-Doping Code was conceived to ensure respect for sport ethics and to protect the health of the athletes.

Beginning in January 1999, the function began conducting background research from previous organizing committees' doping control programs and meeting with members from the IOC Medical Commission. During the Sydney 2000 Games, Doping Control gained its first experience in Games operations, when its managers worked and observed SOCOG's Doping Control Program.

The Sydney experience provided SLOC's staff with insights into Games-time operations and potential challenges. Volunteer management and attrition were problems during the Sydney Games. The function returned from the 2000 Games with a better understanding of the operations environment, especially in the area of volunteer management. At times, Sydney's volunteers felt overburdened, and several abandoned their posts during critical Games-time assignments. To protect the function against volunteer attrition, SLOC Doping Control planned to build in a staffing buffer during the Salt Lake 2002 Games.

After the managers returned from Sydney in October 2000, SLOC augmented the Doping Control staff. Within six months, the function added two additional positions, including a coordinator and a volunteer specialist who spearheaded volunteer recruitment. This position was a major benefit to Doping Control due to the challenging task of recruiting qualified volunteers. Under IOC regulations, all Doping Control officers must be licensed physicians, which limited the potential demographic that SLOC could target for volunteer positions.

An additional challenge for volunteer recruiting grew out of the public's perception of doping control and the function's role during the Games. Certain SLOC functions with high-visibility titles such as Hospitality, Sport and Sponsor Services received a flood of volunteer applications. Doping Control, a technically titled function, initially had difficulty communicating its significance to the pool of volunteers. Once the public became aware of the Doping Control Program and its access to athletes and medal winners in the Doping Control stations, however, the number of prospective applicants increased dramatically.

With a four-member staff in place by mid-2000, Doping Control continued the detailed planning phase of its program. Given the sensitive nature of athlete testing and performance-enhancing drugs, Doping Control formed strong internal working relationships with functions that would support the drug-testing program during the Games. For venue operations and field-of-play scheduling, Doping Control worked with the venue general managers and the sport managers.

Prior to the test-event season in 2000-01, Doping Control formed a crucial relationship with the Ceremonies team. With all medal-winning athletes being tested, Doping Control needed to ensure that the Ceremonies schedule didn't infringe on the athletes' testing obligations. In one instance, an athlete who was scheduled to attend a flower ceremony during a February 2001 test event was delayed in the Doping Control Station. To avoid a repeat situation at Games-time, Doping Control held a series of meetings with Ceremonies throughout summer 2001 to develop a Games-time program that addressed the scheduling needs of both functions.

In another integral working relationship, the Doping Control Team held a series of meetings with the Press Operations and Media Relations functions. Coming off the heels of publicized doping scandals in major events, including the Tour de France cycling race and the 2001 Nordic Skiing World Championships, the crisis of performance-enhancing drugs was an explosive media issue for

the Olympic Movement and SLOC. To protect the integrity of the Games and limit SLOC's exposure in the media, Doping Control needed to assure the security and confidentiality of the athlete-screening process in the Doping Control stations. The relationships with Press Operations and Media Relations assured Doping Control that the function could maintain the strict regulations that blocked press access to the Doping Control stations and laboratory during the Games.

As the function further developed its operations plans in 2001, it benefited from working relationships with external organizations in the field. In addition to meeting extensively with the IOC Medical Commission, SLOC's Doping Control staff worked directly with both the United States Anti-Doping Agency (USADA) and WADA. These administrative bodies helped the function develop and implement comprehensive policies and procedures into its operations plans.

SLOC was committed to providing the best Doping Control Program possible, but the function needed outside budget resources to cover the remaining costs of the program. A grant proposal was developed to obtain funds from the U.S. Government. The Office of National Drug Control Policy (ONDCP) expressed interest in providing \$3.3 million for SLOC's Doping Control Program. Several budgets and proposals were prepared and revised for the SLOC Federal Relations function in late 2000. Unfortunately, this money was allocated to USADA. The Federal Relations function explored additional sources of funding, and in early 2001, the General Services Administration provided \$3.3 million to SLOC for the Doping Control Program.

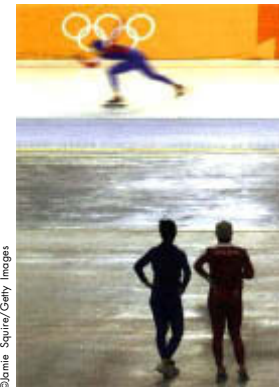
In late 2000, Doping Control allocated a Games-time budget of \$5.5 million to cover the doping control lab and its staff of 36. The financial resources for the Doping Control Program resided under SLOC's \$23 million budget for Medical Services.



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©Jamie Squire/Getty Images

A parallel giant slalom snowboarder awaits his turn at Park City Mountain Resort, far left. Center: Short track speed skaters vie for position at the Salt Lake Ice Center. Near left: Athletes watch a competitor in the women's 1500 m speed skating event at the Utah Olympic Oval.

As the largest single component of the budget, the procurement of lab facilities was a major challenge for the doping control team. Only two Doping Control labs in the United States met IOC certification criteria. By August 2000, SLOC had negotiated a tentative contract with a lab based out of Indiana. After a series of discussions, the agreement collapsed, due to the resignation of the lab director, forcing SLOC to reinstate contract talks for Doping Control services. The only other lab capable of meeting IOC standards operated out of the University of California, Los Angeles (UCLA).

SLOC originally hoped to shuttle specimens between Salt Lake City and UCLA during the Games, but IOC guidelines precluded air transportation for Doping Control specimens. Doping Control's only choice was to set up the UCLA lab in Salt Lake City for local processing. This shift pushed the lab budget to more than \$3.5 million, with an extra \$300,000 required to certify the

facility by the International Standards Organization (ISO). To resolve this funding issue, the function worked with Finance to allocate the necessary capital for its program.

By August 2001, the function collaborated with Creative Services to publish the Doping Control Guide and the Doping Control Operations Manual. The main objective of the Doping Control Guide was to provide athletes, NOCs and IFs with a clear understanding of the applicable rules and procedures for Doping Control at the Salt Lake 2002 Olympic Winter Games. The function documented its internal processes in the Operations Manual, which included the location of the Doping Control stations, hours of operation and reporting structures at the venue. Creative Services' support facilitated clear and consistent communication between Doping Control and its internal and external constituent groups, including the IOC, functions, volunteers, NOCs and IFs.

By February 2002, more than 260 volunteers worked in Doping Control. Prior to the Games, the function's volunteers underwent extensive training in Doping Control protocol. In July 2001, SLOC held a three-day training session for its Doping Control officers conducted by USADA staff. Doping Control also produced a 30-minute training video for all Doping Control volunteers. Combined, these measures provided valuable external support that bolstered SLOC's Doping Control Program.

With only four full-time staff members, Doping Control relied exclusively on its volunteers to ensure the operation and integrity of the program. Toward the end of 2001, two additional support staff were hired. From its initial experience while observing the Sydney 2000 Games, the function realized the importance of volunteer satisfaction for the success of the program.

Although the function operated with well-trained and managed volunteers, the rigorous drug-testing schedule during the Games challenged Doping Control to efficiently manage both its financial and human resources. IOC regulations stipulated that all medal winners in each event, the fourth-place finisher plus two random athletes must be tested. Under these guidelines, SLOC selected athletes and notified them with an official Doping Control form.



Soldier Hollow hosted a medal event nearly every day of the Games. Far left and center: cross-country skiers race through the venue's flat meadows and rolling hills. Near left: An athlete takes off in the biathlon pursuit.

After the paperwork was processed, one volunteer escorted the athletes from the field of play to the doping control station, where the specimen was recovered under supervision. With the specimen recorded, volunteers accompanied the specimen to the doping control lab for testing. Anonymous processed results were transferred to the IOC Medical Commission for evaluation. After this stage, SLOC relinquished its enforcement responsibilities, and the IOC officials handled any decisions regarding doping infractions. Athletes with positive doping results had the opportunity to appeal through the Court of Arbitration for Sport, which conducted its meetings at the Olympic Family Hotel during the Games.

Throughout this complex process, the battery of doping control tests carried a strong financial burden for SLOC. Standard in-competition urine tests cost SLOC \$300 per athlete. The selection and testing of random athletes increased the scope of SLOC's Doping Control Program. Due to the added transportation and logistics requirements needed to track, locate and notify precompetition athletes, random tests cost more than \$1000 per specimen. As a result, SLOC conducted 700 in-competition tests and 100 out-of-competition tests during the Games. Additionally, SLOC instituted an initiative for 100% out-of-competition testing prior to the Salt Lake 2002 Games, as a measure to further reduce performance-enhancing drug use. The out-of-competition tests were conducted by WADA and the national drug-testing agencies supporting each of the NOCs and IFs.

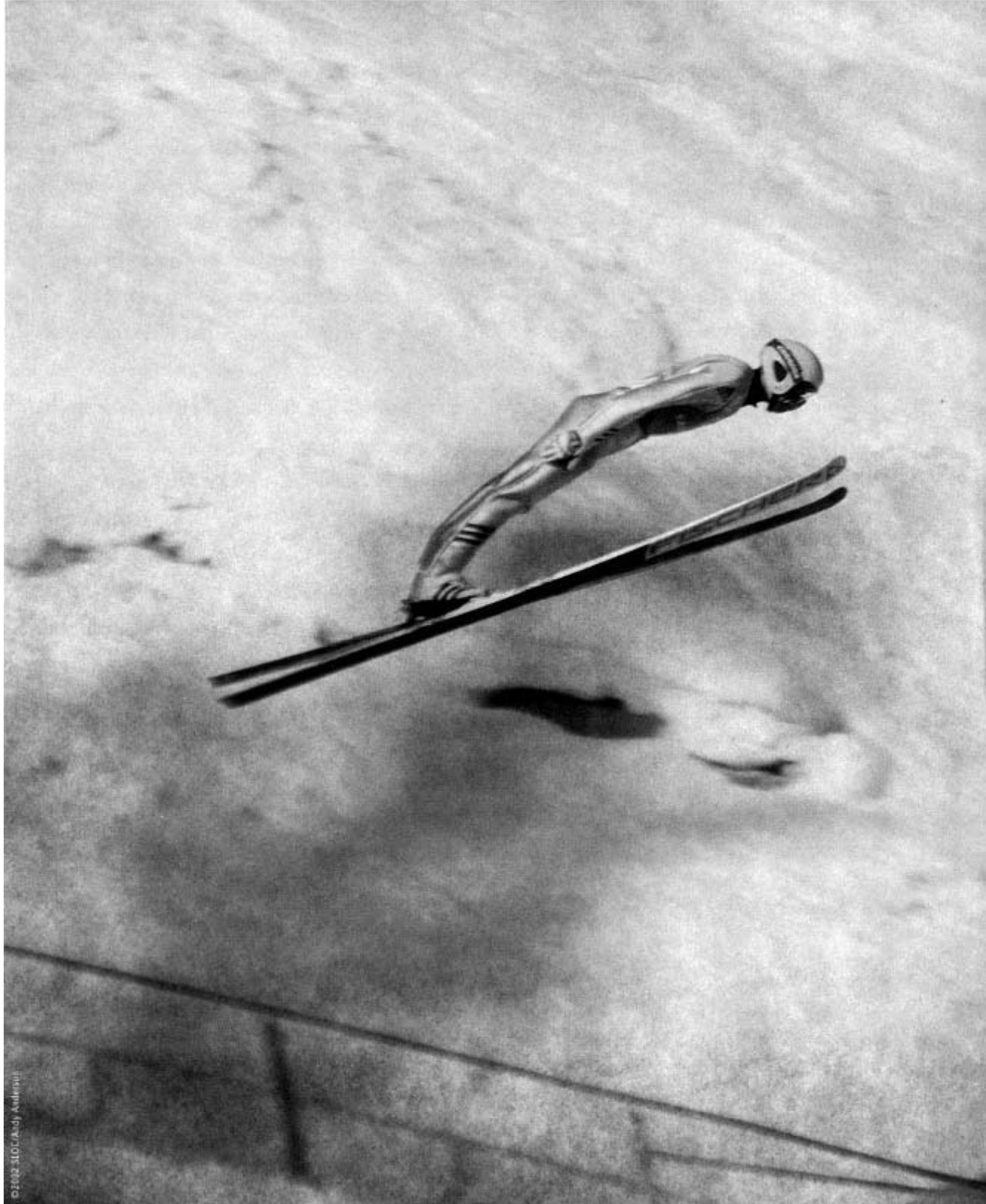
Despite the complexity of the standard Doping Control Program, the IOC requested that SLOC perform blood tests on all endurance athletes. This was added to SLOC's program 60 days prior to the start of the Games. Included were procedures for testing blood at the venues (700 additional tests) and working with IFs to facilitate the blood collections.

The protocol for blood testing was not finalized and agreed on by all federations until mid-January 2002. With only a month to go until the Games, this did not allow SLOC's Doping Control staff to sufficiently train volunteers or develop the appropriate paperwork or procedures for handling the specimens. Furthermore, the procedures were changed by the IFs and the IOC Medical Commission after the Games had started. These changes lead to some confusion among volunteers working in the Doping Control stations.

During the Games, SLOC provided a comprehensive blood and urine testing program, which set a new standard for excellence and professionalism for large-scale international competitions. The Doping Control staff and volunteers held the athletes in high regard and were proud to contribute to the fairness of competition throughout the 2002 Games.

Ski Jumping

U T A H O L Y M P I C P A R K









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*The Salt Lake 2002 Olympic Winter Games
were played out in 10 main sport venues and three noncompetition venues.
For information on venue development please see the chapter
that begins on page 186.*





V E N U E T R A V E L •

The Salt Lake Organizing Committee encouraged the use of public transit such as the TRAX light rail and bus service, and Park and Ride lots. The accompanying chart was published in the Salt Lake 2002 Official Spectator Guide and in other materials to give guests an idea of the length of time it took to travel to and from a venue, adding additional time for security checks and getting to seats.

STEP 1 CHECK COMPETITION START TIME ON YOUR TICKET

STEP 2 SELECT TRANSPORTATION TRAVEL TIME

Includes estimates of driving time with traffic, shuttle rides and walking to gate

FROM \ TO	SNOWBASIN SKI AREA (includes security)	DEER VALLEY RESORT	PARK CITY MOUNTAIN RESORT	SOLDIER HOLLOW (includes security)	UTAH OLYMPIC PARK	E CENTER	THE PEAKS ICE ARENA	UTAH OLYMPIC OVAL	THE ICE SHEET AT OGDEN
DOWNTOWN SALT LAKE CITY	2 hr 15 min	2 hr 30 min	2 hr 30 min	2 hr 30 min	1 hr 45 min	1 hr	1 hr 45 min	1 hr 30 min	1 hr 30 min
OGDEN	1 hr 30 min	2 hr 45 min	2 hr 45 min	2 hr 45 min	2 hr 15 min	2 hr	2 hr 45 min	2 hr 30 min	30 min
PROVO	3 hr 15 min	2 hr 15 min	2 hr 15 min	1 hr 30 min	2 hr	1hr30min	45min	1 hr 45 min	2 hr 30 min
PARK CITY	2 hr 15 min	Take free Park City Transit. Call (435) 615-3700.	Take free Park City Transit. Call (435) 615-3700.	1 hr 45 min	Take free Park City Transit. Call (435) 615-3700.	1 hr 30 min	2 hr	2 hr	2 hr
HEBER CITY	2 hr 15 min	1 hr 45 min	1 hr 45 min	1 hr 15 min	1 hr 30 min	1 hr 45 min	1 hr 15 min	2 hr 15 min	2 hr 15 min

STEP 3 ADD TIME FOR GETTING TO YOUR SEAT

Includes security where applicable, ticket check and locating and walking to your seat

TIME TO GET THROUGH VENUE AND TO SEAT	20 min (a) 30+ min (b)	30 min	30 min	30 min	60 min (c) 75 min (d)	30 min	30 min	20 min	20 min
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STEP 4 ADD ADDITIONAL TIME TO AVOID TRAFFIC CONGESTION AND DELAYS

EARLY ARRIVAL ALLOWANCE	1 hr 15 min	1 hr 15 min	1 hr 15 min	1 hr	1 hr	30 min	15 min	15 min	15 min
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STEP 5 CALCULATE TOTAL TRAVEL TIME TO VENUE

There is no guarantee you will arrive for the event start if you do not include step 4.

ADD THE TIMES FROM STEPS 2, 3 AND 4 ABOVE									
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Alpine Skiing

S N O W B A S I N S K I A R E A

SNOWBASIN SKI AREA

ALPINE •

TOTAL EVENTS: 6

Men's downhill, combined, super-G; ladies' downhill, combined, super-G

TRAINING: On site

LOCATION: Snowbasin Ski Area; state Route 226

TEMPERATURE: Average February: -7 C/19 F

SNOWFALL: Average February: 139.5 cm/55 in; Average annual: 1173.5 cm/462 in

ALTITUDE: Base: 1957 m/6420 ft; Summit: 2838 m/9570 ft

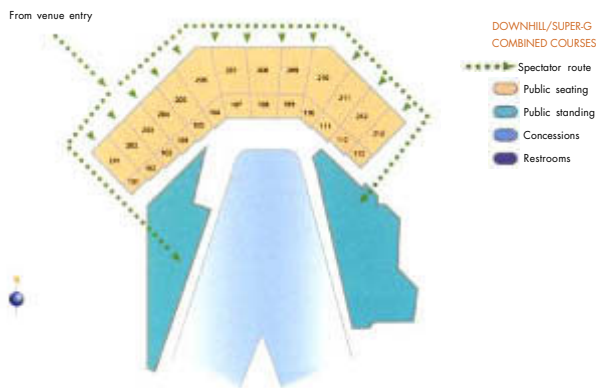
USE AGREEMENT: Exclusive use dates: 7 January–2 April 2002

POST OLYMPIC USE: Public ski resort, training center and competition site

GROSS CAPACITY: 22,500

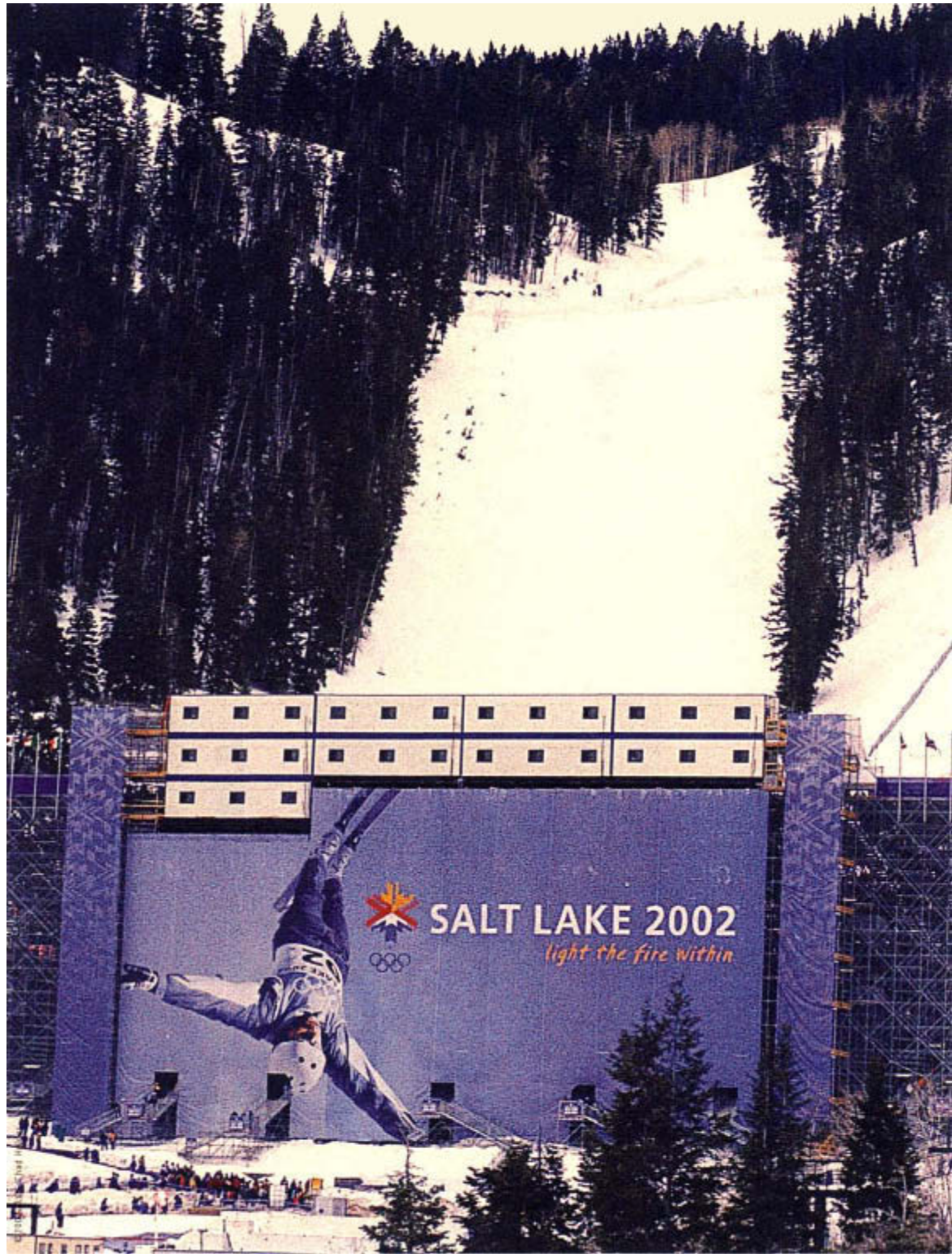
COMPETITION DAYS: Six for the Olympic Winter Games

PRACTICE DAYS: Downhill: 7–10 February 2002; Combined: 11–12 February 2002; Super-G: 15–16 February 2002



HIGHLIGHTS •

- 1485 Sport volunteers
- 68 male downhill participants, 58 female downhill participants, 79 male super-G participants, 59 female super-G participants, 62 male combined participants, 48 female combined participants, 51 total NOCs participating at Snowbasin Ski Area events
- Six events, six sessions on six competition days
- 99.1 percent of tickets sold, 124,373 total spectators, an average 21,000 spectators for each session at Snowbasin Ski Area
- Four test and training events from 1999–2002



Moguls

D E E R V A L L E Y R E S O R T

DEER VALLEY RESORT

ALPINE •

TOTAL EVENTS: 2

Men's slalom; ladies' slalom

FREESTYLE SKIING •

TOTAL EVENTS: 4

Men's moguls, aerials; women's moguls, aerials

TRAINING: On site

LOCATION: Deer Valley Resort; 2250 Deer Valley Drive

TEMPERATURE: Average February: -6 C/20 F

SNOWFALL: Average February: 86.9 cm/34.2 in; Average annual: 840.7 cm/331 in

ALTITUDE: Base: 2002 m/6570 ft • Summit: 2917 m/9570 ft

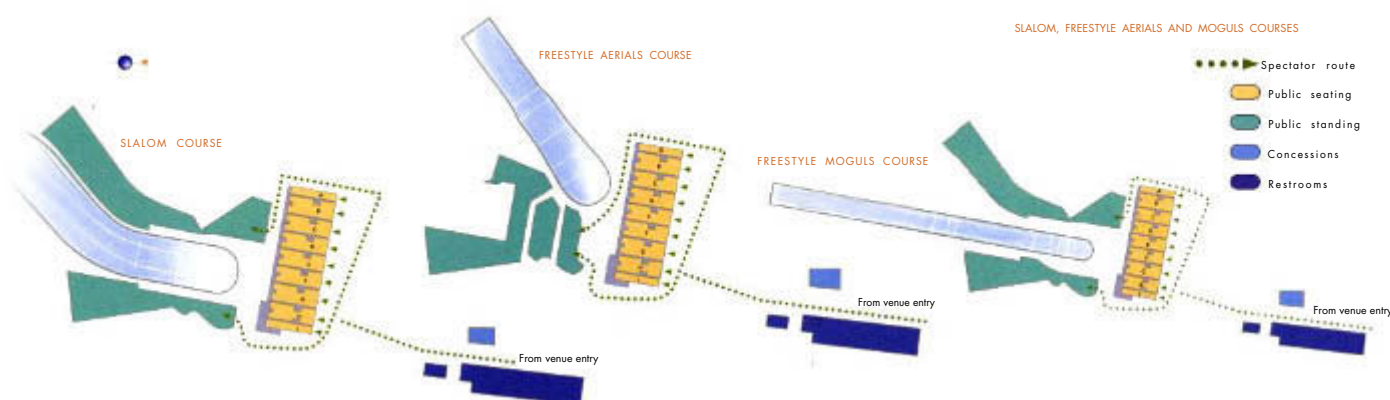
USE AGREEMENT: Exclusive use dates: 7 January–1 March 2002

POSTOLYMPIC USE: Public ski resort, training center and competition site

GROSS CAPACITY: 13,400

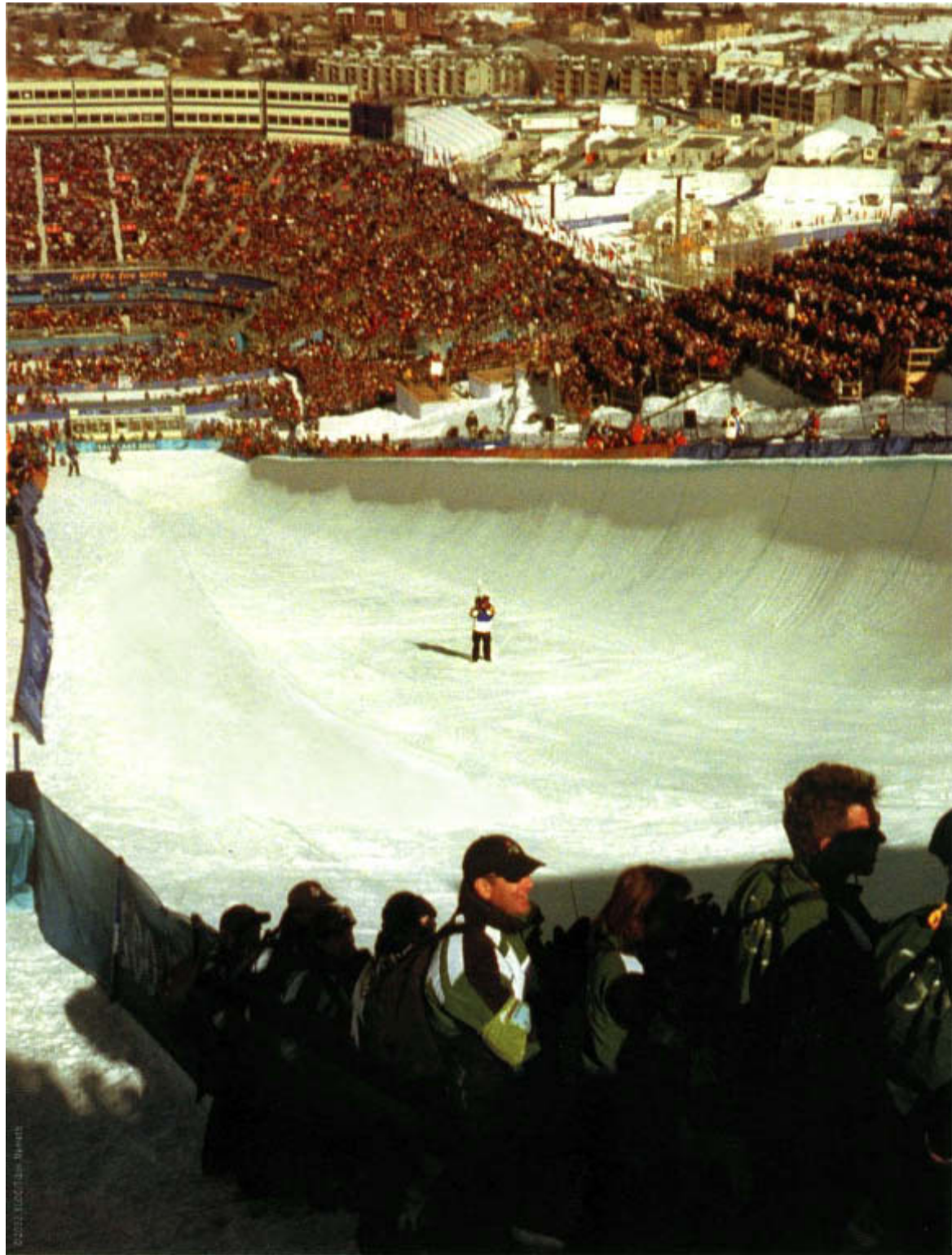
COMPETITION DAYS: 7

PRACTICE DAYS: Aerials: 10–19 February 2002, Alpine slalom: 19, 22 February 2002; Moguls: 4–12 February 2002



HIGHLIGHTS •

- 265 Sport volunteers
- 56 male freestyle participants, 53 female freestyle participants, 20 NOCs
- 87 male slalom participants, 71 female slalom participants, 38 NOCs
- Six events, six sessions on six competition days
- 99.4 percent of tickets sold, 96,980 total spectators, an average 13,800 spectators for each session at Deer Valley Resort
- Six test and training events from 1999–2002



Halfpipe

P A R K C I T Y M O U N T A I N R E S O R T

PARK CITY MOUNTAIN RESORT

ALPINE •

TOTAL EVENTS: 2

Men's giant slalom; ladies' giant slalom

SNOWBOARDING •

TOTAL EVENTS: 4

Men's parallel giant slalom, halfpipe; women's parallel giant slalom, halfpipe

TRAINING: On site

LOCATION: Park City Mountain Resort; 1345 Lowell Avenue, Park City, Utah

TEMPERATURE: Average February: -6 C/20 F

SNOWFALL: Average February: 86.9 cm/34.2 in; Average annual: 840.7 cm/331 in

ALTITUDE: Base: 2117 m/6945 ft; Summit: 3048 m/10,000 ft

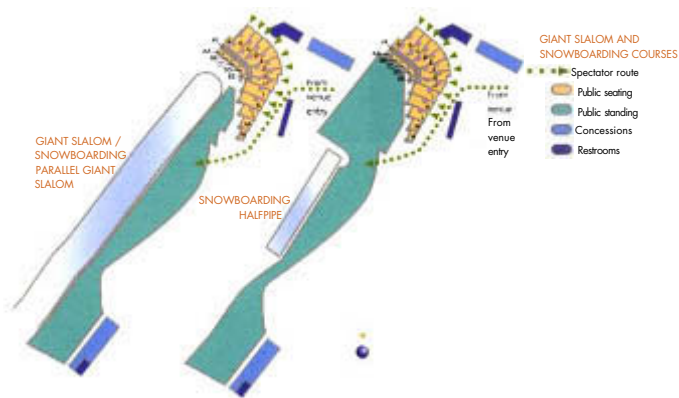
USE AGREEMENT: Exclusive use dates: 5 January–28 February 2002

POSTOLYMPIC USE: Public ski resort, training center and World cup competition site

GROSS CAPACITY: 16,000

COMPETITION DAYS: 6

PRACTICE DAYS: Alpine giant slalom: 20–21 February 2002; Snowboarding halfpipe: 5–9 February 2002; Snowboarding parallel giant slalom: 13 February 2002



HIGHLIGHTS •

- 305 Sport volunteers
- 67 male snowboarding participants, 53 female snowboarding participants, 21 NOCs
- 109 male giant slalom participants, 87 female giant slalom participants, 48 NOCs
- Six events, six sessions on six competition days
- 99.8 percent of tickets sold, 95,991 total spectators, an average 15,700 spectators for each session at Park City Mountain Resort
- Four test and training events from 1999–2002



Biathlon

S O L D I E R H O L L O W

SOLDIER HOLLOW

BIATHLON •

TOTAL EVENTS: 8

Men's 20 km, 10 km, 4x7.5 km relay, 12.5 km pursuit; women's 15 km, 7.5 km, 4x7.5 km relay, 10 km pursuit

CROSS-COUNTRY SKIING •

TOTAL EVENTS: 12

Men's 50 km classical, 30 km free, 10 km classical and 10 km free combined, 15 km classical, 1.5 km sprint 4x5 km classical/free relay; women's 30 km classical, 15 km free, 5 km classical and 5 km free combined, 10 km classical, 1.5 km sprint 4x5 km classical/free relay

NORDIC COMBINED •

TOTAL EVENTS: 3

15 km individual free (K90 jump at Utah Olympic Park); 7.5 km individual sprint (K120 jump at the Utah Olympic Park); 4 x 5 km team relay (K90 jump at Utah Olympic Park)

TRAINING: On site

LOCATION: Soldier Hollow at Wasatch Mountain State Park

TEMPERATURE: Average February: -5 C/25.8 F

SNOWFALL: Average February: 50 cm/19.7 in; Average annual: 215 cm/84.6 in

ALTITUDE: Base: 1670 m/5478 ft; Summit: 1793 m/5882 ft

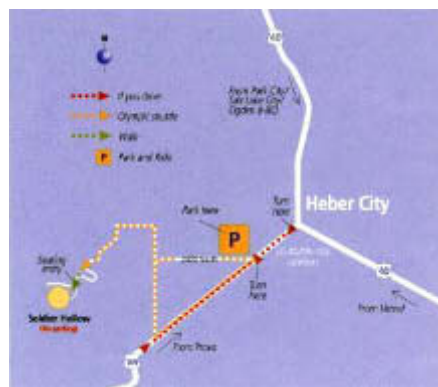
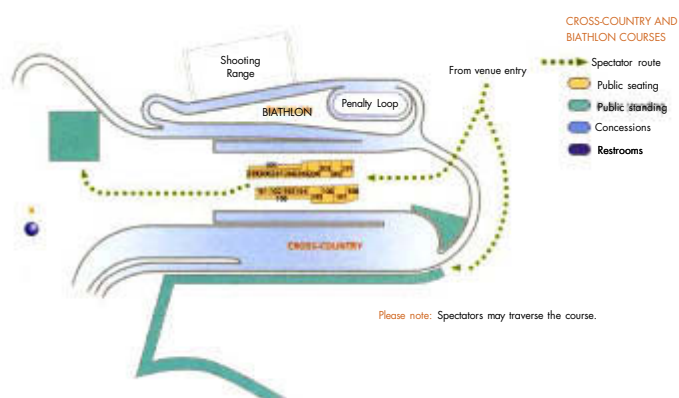
USE AGREEMENT: Exclusive use dates: 1 November 2001–15 April 2002

POSTOLYMPIC USE: State park recreational facility, training center

GROSS CAPACITY: 15,200

COMPETITION DAYS: 16 for the Olympic Winter Games

PRACTICE DAYS: Biathlon: 6–19 February 2002; Cross-country skiing: 6–23 February 2002; Nordic combined: 6–9, 14, 21 February 2002



HIGHLIGHTS •

BIATHLON

- 270 Sport volunteers
- 109 male participants, 91 female participants, 34 NOCs
- Eight events, five sessions on five competition days
- 81 percent of tickets sold, 64,160 total spectators, largest crowd on 20 February (14,845 spectators), an average 12,830 spectators for each session
- Four test and training events from 1999–2002

CROSS-COUNTRY SKIING

- 332 Sport volunteers
- 160 male participants, 114 female participants, 44 NOCs
- 12 events, nine sessions on nine competition days
- 81 percent of tickets sold, 99,320 total spectators, largest crowd on 17 February (16,255 spectators), an average 11,035 spectators for each session
- Four test and training events from 1999–2002

NORDIC COMBINED

- 332 Sport volunteers
- 60 male participants, 14 NOCs
- Three events, three sessions on three competition days
- 67 percent of tickets sold, 1794 total spectators, largest crowd on 22 February (11,701 spectators), an average 8971 spectators for each session
- Two test and training events from 1999–2002
training events from 1999–2002



Cross-Country Skiing

S O L D I E R H O L L O W



Ski Jumping

U T A H O L Y M P I C P A R K

UTAH OLYMPIC PARK

BOBSLEIGH •

TOTAL EVENTS: 3

Men's two-man; men's four-man; women's

SKELETON •

TOTAL EVENTS: 2

Men's single; women's single

LUGE •

TOTAL EVENTS: 3

Men's single; women's single; doubles

TRAINING: On site

LOCATION: Utah Olympic Park; 3000 Bear Hollow Drive

TEMPERATURE: Average February: -5.5 C/24 F

SNOWFALL: Average February: 73.2 cm/28.8 in; Average annual: 543.6 cm/214 in

ALTITUDE: Base: 2097 m/6880 ft; Summit: 2356 m/7330 ft

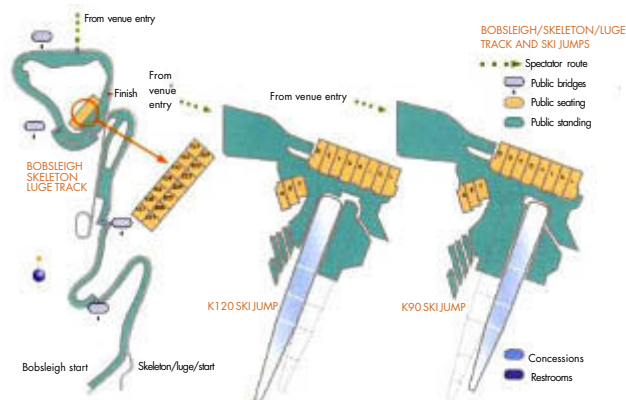
USE AGREEMENT: Ownership was transferred from the Utah Sports Authority to SLOC on 15 April 1999

POSTOLYMPIC USE: Bobsleigh, skeleton and luge training and competition site

GROSS CAPACITY: 15,000

COMPETITION DAYS: 11

PRACTICE DAYS: Bobsleigh: 13–21 February 2002; Skeleton: 17–19 February 2002; Luge: 6–14 February 2002



HIGHLIGHTS •

Five disciplines, 96.5 percent of tickets sold, 295,016 total spectators attended competitions at the Park, competition and training everyday during the Games

SKI JUMPING

- 197 Sport volunteers
- 76 male participants, 22 NOCs
- Three events, five sessions on five competition days
- 95 percent of tickets sold, 90,579 total spectators, largest crowd on 18 February (20,220 spectators), an average 18,100 spectators for each session
- Two test and training events from 1999–2002

NORDIC COMBINED

- 197 Sport volunteers
- 60 male participants, 14 NOCs
- Three events, three sessions on three competition days
- 95 percent of tickets sold, 51,286 total spectators, largest crowd on 21 February (19,796 spectators), an average 17,100 spectators for each session
- Two test and training events from 1999-2002

BOBSLEIGH

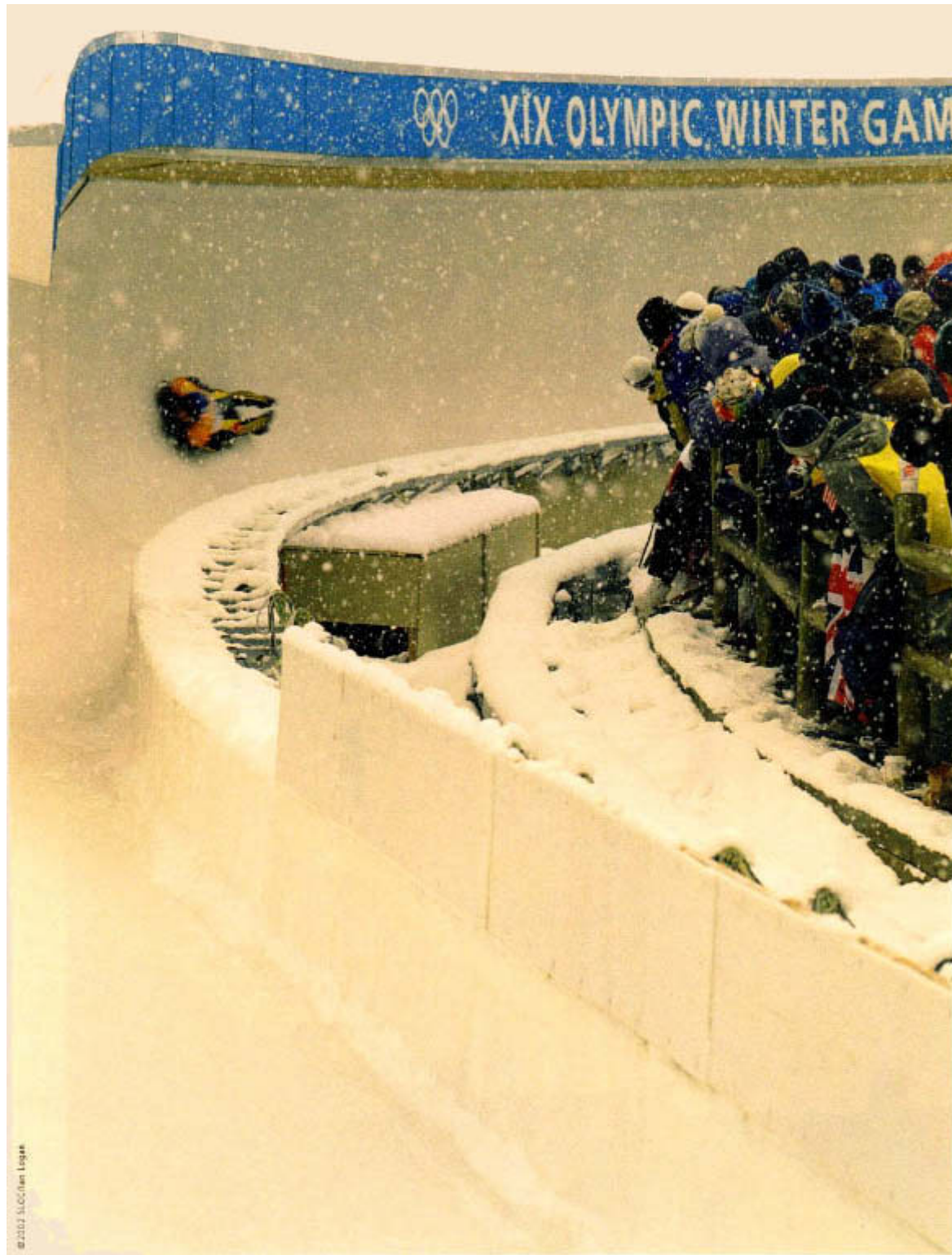
- 125 Sport volunteers
- 197 male participants, 30 female participants, 35 NOCs
- Three events, five sessions on five competition days
- 100 percent of tickets sold, 74,187 total spectators, largest crowd on 23 February (15,520 spectators), an average 14,837 spectators for each session
- Six test and training events from 1999–2002

SKELETON

- 125 Sport volunteers
- 26 male participants, 13 female participants, 19 NOCs
- Two events, one session on one competition day
- 100 percent of tickets sold, 14,860 total spectators
- Six test and training events from 1999–2002

LUGE

- 133 Sport volunteers
- 83 male participants, 29 female participants, 26 NOCs
- Three events, five sessions on five competition days
- 100 percent of tickets sold, 64,104 total spectators, largest crowd on 11 February (13,859 spectators), an average 12,820 spectators for each session
- Six test and training events from 1999–2002



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Skeleton

U T A H O L Y M P I C P A R K



Ice Hockey

E C E N T E R

E CENTER

ICE HOCKEY •

TOTAL EVENTS: 2

Men's Tournament (14 teams); Women's Tournament (8 teams)

TRAINING: On site, Acord Arena, County Ice Center

LOCATION: E Center; 3200 South Decker Lake Drive, Salt Lake City

TEMPERATURE: Average February: 2 C/34 F (average for Salt Lake City area)

SNOWFALL: Average February: 26.6 cm/10.5 in (average for Salt Lake City area); Average annual: 160 cm/63 in (average for Salt Lake City area)

ALTITUDE: 1250m/4100ft

USE AGREEMENT: Exclusive use dates: 20 January–19 March 2002

POSTOLYMPIC USE: Ice hockey arena, home of American Hockey League team, the Grizzlies, and multipurpose sport facility

GROSS CAPACITY: 10,500

COMPETITION DAYS: 16 for the Olympic Winter Games

PRACTICE DAYS: 6–24 February 2002 • 1–23 February 2002 (Acord Arena); 1–21 February 2002 (County Ice Arena)



HIGHLIGHTS •

- 96.7 percent of tickets sold, 230,657 total spectators; largest crowd on 9 February (8256 spectators)
- An average 7960 spectators for each of the 31 sessions
- Six days of competition



Ice Hockey

T H E P E A K S I C E A R E N A

THE PEAKS ICE ARENA

ICE HOCKEY •

TOTAL EVENTS: 2

Men's tournament (14 teams); Women's tournament (8 teams)

TRAINING: On site, E Center, Acord Arena, County Ice Center

LOCATION: The Peaks Ice Arena; 100 North Seven Peaks Boulevard in Provo, Utah

TEMPERATURE: Average February: 2 C/35 F (average for Provo area)

SNOWFALL: Average February: 32.3 cm/12.9 in (average for Provo area); Average annual: 156.5 cm/62.6 in (average for Provo area)

ALTITUDE: 1388 m/4554 ft

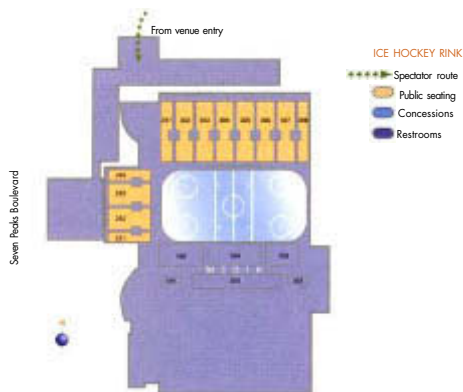
USE AGREEMENT: Exclusive use dates: 3 January–15 April 2002

POSTOLYMPIC USE: Multipurpose skating and sport facility

GROSS CAPACITY: 8400

COMPETITION DAYS: 13

PRACTICE DAYS: 6–8 February 2002; 1–23 February 2002 (Acord Arena); 1–21 February 2002 (County Ice Arena)



HIGHLIGHTS •

- 93 percent of tickets sold, 131,067 total spectators, largest crowd on 17 February (5891 spectators), an average 5461 spectators for each session
- 24 sessions
- 13 days of competition



Short Track Speed Skating

S A L T L A K E I C E C E N T E R

SALT LAKE ICE CENTER

FIGURE SKATING •

TOTAL EVENTS: 4

Men's, Ladies', Pairs, Ice dancing

SHORT TRACK SPEED SKATING • TOTAL EVENTS: 8

Men's 1500 m, 1000 m, 500 m, 5000 m relay; Ladies' 1500 m, 1000 m, 500 m, 3000 m relay

TRAINING: Steiner Ice Arena (Salt Lake City Sports Complex)

LOCATION: 301 West South Temple

TEMPERATURE: Average February: 1 C/34 F (average for Salt Lake City area)

SNOWFALL: Average February: 26.3 cm/10.5 in (average for Salt Lake City area); Average annual: 160 cm/63 in (average for Salt Lake City area)

ALTITUDE: 1305 m/4281 ft

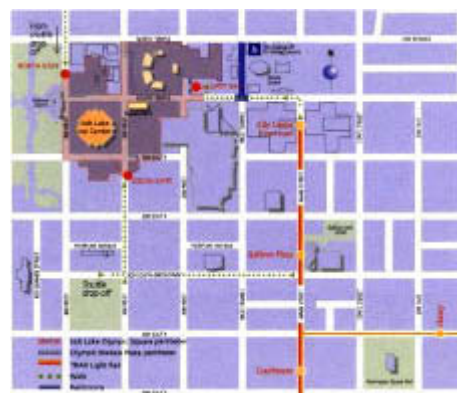
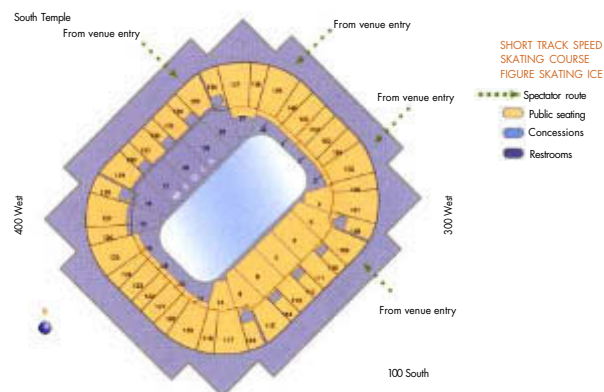
USE AGREEMENT: Exclusive use dates 3–27 February 2002

POSTOLYMPIC USE: Multipurpose sports and entertainment facility, home of National Basketball Association team, the Utah Jazz, and the Women's National Basketball Association team, the Utah Starzz.

GROSS CAPACITY: 17,500

COMPETITION DAYS: 14 (13 competition, 1 exhibition)

PRACTICE DAYS: 6–23 February 2002; 5–23 February (Steiner Ice Arena)



HIGHLIGHTS •

FIGURE SKATING

- 93 Sport volunteers
- 73 male participants, 71 female participants, 31 NOCs
- Four events, nine sessions on nine competition days. One figure skating exhibition
- 100 percent of tickets sold, 145,997 total spectators, largest crowd on 17 February (14,767 spectators), an average 14,600 spectators for each session
- One test and training event from 1999–2002

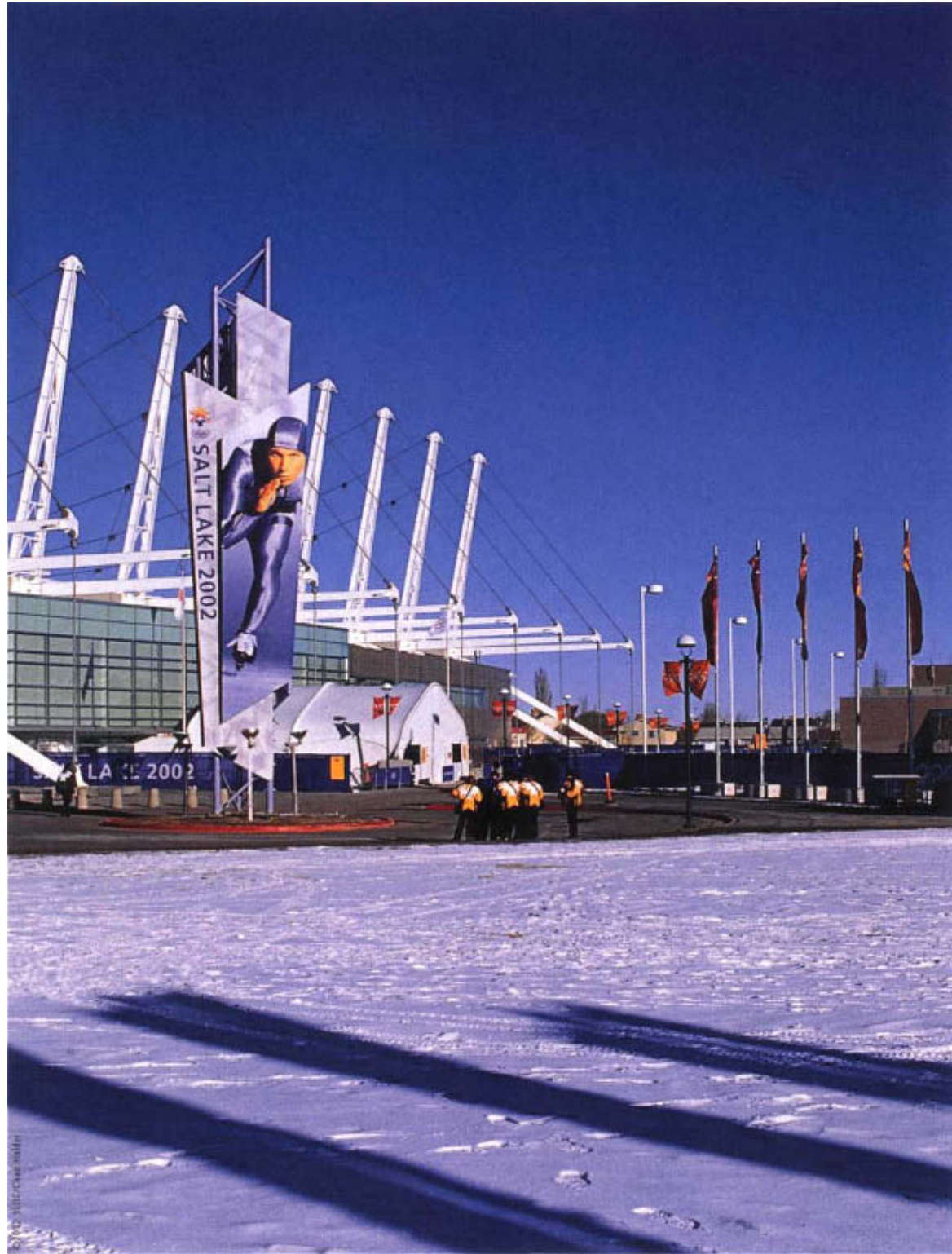
SHORT TRACK SPEED SKATING

- 47 sport volunteers
- 68 male participants, 61 female participants, 26 NOCs
- Eight events, four sessions on four competition days
- 100 percent of tickets sold, 59,878 total spectators, largest crowd on 23 February (15,012 spectators), an average 14,970 spectators for each session
- Six test and training events from 1999–2002



Short Track Speed Skating

S A L T L A K E I C E C E N T E R



Speed Skating

U T A H O L Y M P I C O V A L

UTAH OLYMPIC OVAL

SPEED SKATING •

TOTAL EVENTS: 10

Men's 500 m, 1000 m, 1500 m, 5000 m, 10,000 m; Ladies' 500 m, 1000 m, 1500 m, 3000 m, 5000 m

TRAINING: On site

LOCATION: Utah Olympic Oval; 5662 South 4800 West

TEMPERATURE: Average February: 1 C/34 F (average for Salt Lake area)

SNOWFALL: Average February: 26.5 cm/10.5 in (average for Salt Lake City area); Average annual: 160 cm/63 in (average for Salt Lake area)

ALTITUDE: 1425m/4675ft

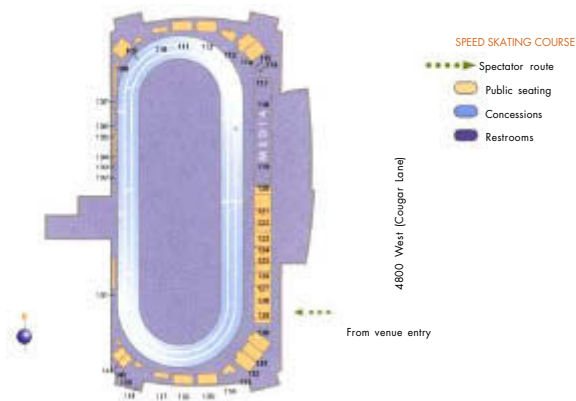
USE AGREEMENT: Ownership was transferred to SLOC in July 1999.

POSTOLYMPIC USE: Speed skating, ice hockey, figure skating, curling and public skating facility

GROSS CAPACITY: 5236

COMPETITION DAYS: 12

PRACTICE DAYS: 24 January–23 February



HIGHLIGHTS •

- 57 Sport volunteers
- 99 male participants, 71 female participants, 23 NOCs
- 10 events, 12 sessions on 12 competition days
- 100 percent of tickets sold
- 53,056 total spectators, an average 4375 spectators for each session
- 12 sessions
- Nine out of 10 world records were set during the Games, the largest number of world records set at one event
- Four test and training events from 1999–2002



Curling

T H E I C E S H E E T A T O G D E N

THE ICE SHEET AT OGDEN

CURLING •

TOTAL EVENTS: 2

Men's tournament (10 teams); Women's tournament (10 teams)

TRAINING: On site

LOCATION: The Ice Sheet at Ogden; 4390 Harrison Boulevard

TEMPERATURE: Average February: 1 C/33 F

SNOWFALL: Average February: 24.4 cm/9.6 in; Average annual: 167.1 cm/65.8 in

ALTITUDE: 1460 m/4790 ft

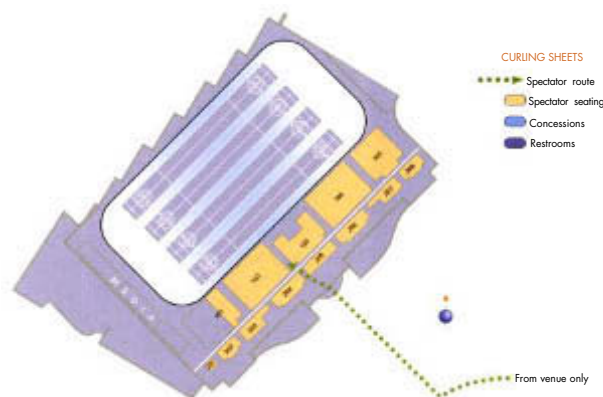
USE AGREEMENT: Exclusive dates: 3 December 2001–4 March 2002

POSTOLYMPIC USE: Multifunctional recreational facility with curling, ice hockey, speed skating, figure skating and public use. Owned and operated by Weber County in Utah

GROSS CAPACITY: 2000

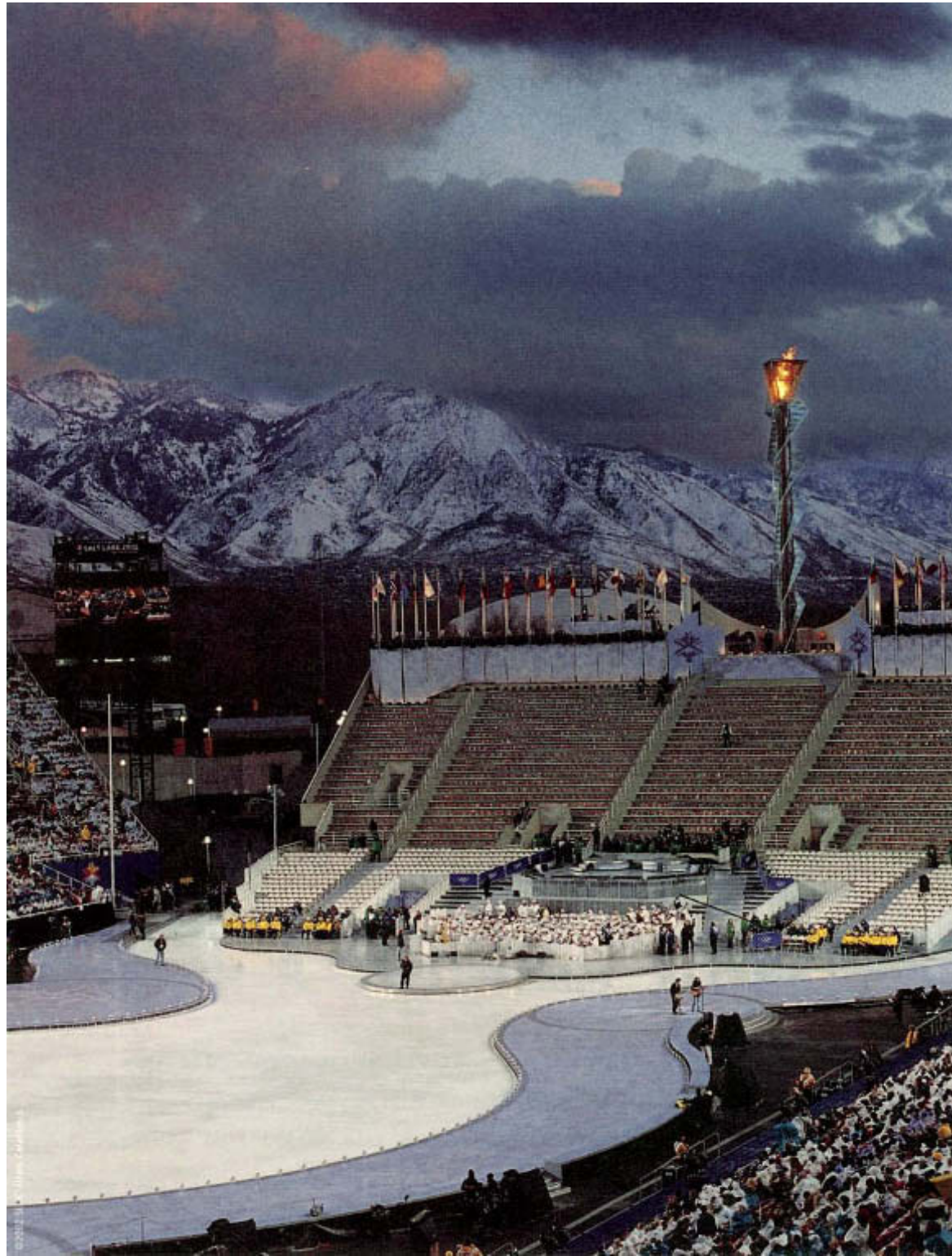
COMPETITION DAYS: 12

PRACTICE DAYS: 9–10 February 2002



HIGHLIGHTS •

- 111 sport volunteers
- 50 male participants, 50 female participants, 12 NOCs
- Two events, 33 sessions on 12 competition days
- 97.6 percent of tickets sold, 40,572 total spectators, largest crowd on 1 February (1410 spectators), an average 1300 spectators for each session
- Three test and training events from 1999–2002



Closing Ceremony

R I C E · E C C L E S O L Y M P I C S T A D I U M

RICE - ECCLES OLYMPIC STADIUM

TOTAL EVENTS : 2

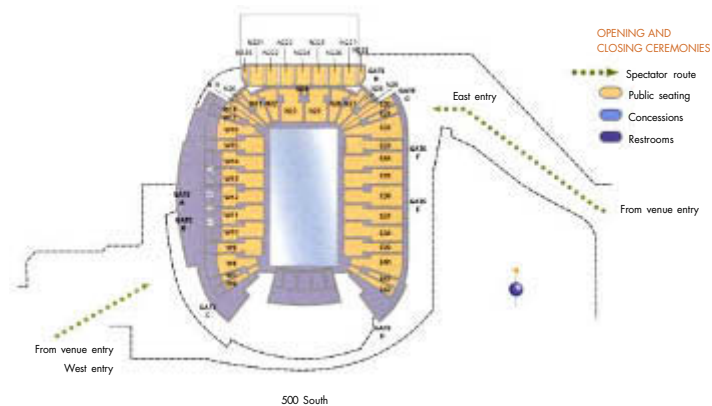
Opening and Closing Ceremonies

LOCATION: Rice-Eccles Olympic Stadium; 451 South 1400 East, Salt Lake City, Utah

TEMPERATURE: Average February: 1 C/34 F (average for Salt Lake City area)

SNOWFALL: Average February: 26.5 cm/10.5 in (average for Salt Lake City area); Average annual: 157.5 cm/63 in (average for Salt Lake City area)

ALTITUDE: Base: 1419 m/4657 ft (average for Salt Lake City area)



USE AGREEMENT: Exclusive use dates: 25 November 2001-15 April 2002

POSTOLYMPIC USE: University of Utah stadium

GROSS CAPACITY: Approximately 50,000

HIGHLIGHTS •

- Approximately 3.5 billion people watched the Opening and Closing Ceremonies on television
- Two dress rehearsals for the Opening Ceremony at Rice-Eccles Olympic Stadium on 4 and 6 February 2002; the 6 February rehearsal was before a full audience.
- Two dress rehearsals for the Closing Ceremony on 22 and 23 February 2002 at Rice-Eccles Olympic Stadium.



Kip Carpenter, United States of America

OLYMPIC MEDALS PLAZA

OLYMPIC MEDALS PLAZA

TOTAL EVENTS: 17 (see list below)

LOCATION: Block 85, between North Temple and South Temple and 200 West and 300 West

TEMPERATURE: Average February: 1 C/34 F (average for Salt Lake City area)

SNOWFALL: Average February: 26.5 cm/10.5 in (average for Salt Lake City area); Average annual: 157.5 cm/63 in (average for Salt Lake City area)

ALTITUDE: Base: 1305 m/4281 ft

USE AGREEMENT: In August 1999, SLOC received an offer from The Church of Jesus Christ of Latter-day Saints to use the prime downtown Salt Lake City block of real estate (known as Block 85) to stage the Medals Ceremonies.



POSTOLYMPIC USE: Parking lot

GROSS CAPACITY: 20,000 (9000 seated and 11,000 standing)

HIGHLIGHTS •

9 February	19:00–22:00	Dave Matthews Band
10 February	19:00–22:00	Lifhouse
11 February	19:00–22:00	Foo Fighters
12 February	19:00–22:00	Macy Gray
13 February	19:00–22:00	Barenaked Ladies
14 February	19:00–22:00	Sheryl Crow
15 February	19:00–22:00	Smash Mouth
16 February	19:00–22:00	Brooks & Dunn
17 February	19:00–22:00	Train
18 February	19:00–22:00	Nelly Furtado
19 February	19:00–22:00	Creed
20 February	19:00–22:00	Marc Anthony
21 February	19:00–22:00	Alanis Morissette
22 February	19:00–22:00	Goo Goo Dolls
23 February	19:00–22:00	*NSYNC
24 February	11:45–14:45	Martina McBride
25 February	17:00–20:00	The Temptations



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Look of the Games

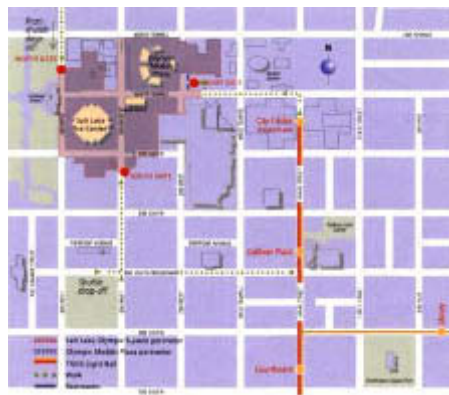
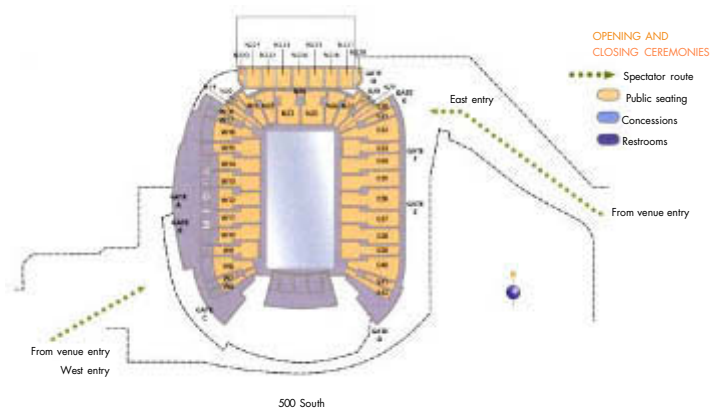
S A L T L A K E O L Y M P I C S Q U A R E

SALT LAKE OLYMPIC SQUARE

Salt Lake Olympic Square was a four-block area open only to pedestrians throughout the Salt Lake 2002 Olympic Winter Games. More than one million visitors strolled through the area.

ATTRACTIONS INCLUDED •

- Olympic Medals Plaza, site of Medals Ceremonies and Olympic Celebration Series concerts
- Salt Lake Ice Center, site of figure skating and short track speed skating
- Sponsor Showcase with displays and activities
- Live music, food and drink, day and night
- Salt Lake 2002 Superstore, which stocked nearly every official licensed Salt Lake 2002 product







17 DAYS OF GLORY • EVENT OPERATIONS/

SECURITY INTEGRATION 110 › ACCREDITATION 118

› EVENT SERVICES 126 › OLYMPIC VILLAGE 132 › WRCS 140

› EVENT MANAGEMENT 146 › EVENT COMMUNICATIONS 154

› OPERATIONS PLANNING AND MANAGEMENT 160

› MAIN OPERATIONS CENTER 168 › TRANSPORTATION 176

› VENUE DEVELOPMENT 186 › ENVIRONMENT 194





Skeleton

U T A H O L Y M P I C P A R K

EVENT OPERATIONS / SECURITY INTEGRATION

FUNCTION AT A GLANCE

DATES

- Formed: January 2000 • Ended: April 2002
-

REPORTED TO

Fraser Bullock, chief operating officer

PROGRAM DELIVERABLES

- Developed and managed spectator safety program
 - Coordinated SLOC's relationship with outside law enforcement agencies: Utah Olympic Public Safety Command (UOPSC) Federal Bureau of Investigations (FBI) and the United States Secret Service (USSS)
-

BUDGET

- Total: \$8.89 million • Cash: \$8.83 million • VIK: \$62,267 • Federal: \$350 million
-

STAFF

Doug Arnot, managing director

GAMES-TIME STAFFING:

- U.S. military : 3500 on post • Federal officers, USSS program: 2100 • FBI: 1400 • Law enforcement volunteers: 600
 - State and local law enforcement: 2100 • Fire and EMS: 1100
-

KEY CHALLENGES

- Developing consistent operations procedures across all venues with clear communication of regulations to athletes, spectators and officials
 - Striking a balance between SLOC's need for a comprehensive public safety program and its desire to maintain an inviting atmosphere during the Games
 - Integration of operations protocol to existing venue architectural plans, including the placement of access points and parking facilities
-

KEY MILESTONES

- January 1999: Received consulting services from the USSS for Games-time venue security plans
- April 2000–August 2000: Joint Operations Integration Coordination process: Published the Public Safety Integration Plan (PSIP). Preliminary planning for the integration of SLOC and UOPSC
- February 2000: Signed Sensormatic as the official electronic security supplier and sponsor
- May 2001–January 2002: Produced the critical elements of the integrated operation of SLOC and UOPSC
 - 7 January 2001: Presentation and training of policy and procedure for UOPSC



EVENT OPERATIONS / SECURITY INTEGRATION

OVERVIEW •

Event Operations oversaw five critical functions and led the interface with local and federal law enforcement to ensure the overall safety of the Salt Lake 2002 Olympic Winter Games. The managing director was responsible for the following departments that played an integral operations role during the 2002 Games:

- Security Integration with UOPSC
- Accreditation
- Event Services (comprised of Protective Services covering SLOC's assets, Executive Protection and Public Information)
- Olympic Village
- Waste, Recycling, Cleaning and Snow Removal (WRCS)

Event Operations served as a management umbrella that linked these programs together. By having the managing director of Event Operations personally involved in the planning process for these areas, cohesive operating protocols across these functions were developed. Additionally, the managing director wrote each of these functions' operating plans in 2000-2001. SLOC's planning efforts to provide the safest possible operations environment during the Games were based to a large extent on the dedicated work of the entire Event Operations team. The function was proactive and coordinated the numerous external agencies that comprised the world-class public safety and security program that protected the 2002 Games.

SLOC's Games-time security program was handled by outside law enforcement through UOPSC. Event Operations managed SLOC's security integration efforts with the multitude of law enforcement agencies that operated under UOPSC. From the U.S. Secret Service and FBI to local police and fire departments, external groups were coordinated by the managing director of Event Operations for SLOC's Games-time planning. In this role, the organizing committee was not responsible for the implementation of the security program, and Event Operations served in an integration and support capacity.

For all nonpolice-related security issues, Event Services managed SLOC's protective services program, which was created in early 2001. This group focused on securing assets at the venues and

all other safety issues that were not covered by law enforcement. Protective Services clearly defined the roles between what safety issues SLOC would handle, and it delegated substantive security concerns to UOPSC. Additionally, Event Services oversaw SLOC's executive protection program that provided 24-hour bodyguard coverage to senior management and selected Olympic Family members during the 2002 Games.

During the Event Operations Planning Group (EOPG) meetings held between 2001 and 2002, Event Operations created a collaborative forum that brought managers together from these five functions to find innovative solutions and discuss unresolved issues. This organizational structure reduced operating gaps and overlaps in deliverables and ensured an efficient operating environment during the 2002 Games. The EOPG meetings were also critical in evaluating SLOC's performance following test events in winter 2000-01 and making relevant adaptations prior to the 2002 Games.

In addition to Accreditation, the Olympic Village and Event Services, Event Operations managed the WRCS function. Responsible primarily for waste removal and recycling at all venues, WRCS reported to the Event Operations managing director but retained its own budget and function manager.

SECURITY INTEGRATION •

Event Operations occupied a central role within the organizing committee and coordinated SLOC's Games-time security program through UOPSC. The mission of Event Operations was to protect the Games from undetermined risks; to develop and implement a plan that was responsible in resources, allowing for both the protection of the Games and the communities in Utah; to apply the right resources to each job; and to maintain an environment consistent with the spirit of the Games and the image of the United States. The entire program was a resounding success.

Event Operations handled SLOC's civilian responsibilities alongside law enforcement, which operated under UOPSC. The function's deliverables focused mainly on project management and developing operating plans for SLOC's venues.

Following the events of 11 September, security concerns forced SLOC to review its planning for Games-time contingencies. These efforts involved federal agencies ranging from the United States Secret Service and FBI to the Immigration and Naturalization Service (INS) and the Federal Aviation Administration (FAA). SLOC, in conjunction with UOPSC, took every precaution and evaluated every possible threat scenario to ensure a safe operating environment for visitors and athletes during the Salt Lake 2002 Olympic Winter Games

In 1996, the Utah state legislature formed UOPSC, which represented federal, state and local law enforcement agencies. The relationship between SLOC and UOPSC provided a forum whereby the different constituencies could share information and develop coordinated solutions for Games security planning. The immediate challenge was to unify the disparate jurisdictions and agencies involved in the project. In this effort, UOPSC operated mainly as a planning entity, and local law enforcement agencies retained control over their respective jurisdictions.

In 1998, the U.S. Secret Service provided input on the design of SLOC's venue security plans. As the U.S. Secret Service assessed SLOC's Games-time needs, it focused on federal-level threats, which included terrorist attacks, explosives and biohazards. The U.S. Secret Service study recommended that SLOC establish a 300-meter (984-foot) perimeter with fences, barricades and cameras around all venues, which would provide the requisite level of event security during the Games.

In early 1999, Event Operations developed a command and control matrix that delineated the levels of security at varying distances from the venue. The outline was broken down into five

expanding concentric rings. At the center, venue-based law enforcement would observe, respond and react to immediate safety threats. The secondary ring would handle venue access and vehicle screening of both personnel and freight. Beyond the 300-meter (984-foot.) hardened perimeter, fixed and roving patrols would monitor potential threats and attempts to enter the venue illegally. The fourth ring handled traffic and vehicle flow in the surrounding venue communities. On a large scale, the fifth ring would use intelligence that proactively identified potential Games threats. Military aircraft patrolled the skies and maintained a stringent no-fly zone above all SLOC venues during the Games.

In 2001, SLOC finalized the venue team structure following an evaluation of the test-event season. Additionally, Event Operations wrote its concept of operations that documented the reporting relationships of various departments within the venue team. During this period, function managers struggled to understand the role of the venue general manager (GM) in directing venue operations. The relationships between sport managers and the venue GM were at times tenuous, especially with field-of-play issues.

Although SLOC's five security levels provided comprehensive coverage, venue access continued to be a major challenge for the security team as the Games approached. In January and February 2002, all venues were "sanitized" prior to the Opening Ceremony. In the sanitation process, federal agents conducted an extensive search of each venue with bomb-detection equipment. This process ensured that no explosives or safety hazards would threaten Games operations. Once each venue received a security clearance, SLOC locked down the site, which required all personnel and vehicles entering the venue to pass individual screenings.

With all the venues sanitized by 8 February 2002, the function progressed with Games-time operations. During the Games, SLOC established three parking zones at varying distances to the venue to monitor vehicle access. Green lots, located far away from the venues, were reserved for general access. Transportation monitored these areas, but SLOC continued to allow unrestricted parking at green facilities. In the yellow zone, which was located adjacent to the venue perimeter, Transportation personnel conducted permit checks of all vehicles that entered the lots. SLOC maintained stringent security standards within the venue perimeter at the red-zone parking facilities. In this zone, vehicles underwent complete security checks by the U.S. military.



Far left: A Salt Lake City police officer wheels through a crowd at Salt Lake City International Airport. A federal agent watches over the entrance to The Peaks Ice Arena, center, and two Marines guard Salt Lake Olympic Square, near left.

Along with monitoring vehicle access to the venues, spectator screenings served a central role for Games-time safety. SLOC screened spectator access with electronic magnetometers and personal bag checks, also known as "mag and bag." All spectators and accredited officials entered the venues through these controlled access points.

To coordinate the myriad groups involved with protecting the Games, SLOC formed the Joint Operations Integration program in January 2001. All the agencies working under the UOPSC umbrella developed agreed policies and procedures for critical Games-time comprehensive security efforts planned for February 2002. The Joint Operations Integration team also published training and event-day management materials.

During the Games, daily meetings between SLOC, UOPSC, U.S. Secret Service and the U.S. military reviewed policy, procedure, site and resource planning. Budget and change order processes were also discussed, and unresolved issues were approved by the appropriate manager.

SLOC's Event Operations managing director worked theater-wide throughout the Games. His work focused on overseeing non-SLOC personnel, including 3500 soldiers, 2100 federal officers, 2100 state and local officers, 1000 fire and EMS personnel, 600 sworn law enforcement volunteers and 450 administrators. These staffing numbers were higher than needed, but SLOC welcomed law enforcement's support in carrying out the Games security plan.

Training remained one of the function's greatest challenges, because the greatest percentage of the personnel was not available for training or deployment until a few days before the Games. The first few days of operations would have been smoother if key personnel had been available at least one week prior to the Games. The function would have needed the security force on duty from 10 to 14 days prior to the Games.

With visitors and athletes arriving from around the world, SLOC demanded that the security program meet the safety requirements of the Games without overshadowing the positive spirit of the Olympic Movement. The managing director of Event Operations met personally with 60 agency heads and innumerable commanders to stress the importance of professionalism with a smile. Law enforcement conducted its program in an efficient manner that did not infringe upon the convivial atmosphere of the Salt Lake 2002 Games.

SLOC placed the safety of the Games in the highest regard. From the Olympic Family and athletes to the thousands of spectators who congregated at SLOC's world-class venues, Event Operations diligently planned for Games-time security while concurrently celebrating the spirit of openness and humanity embodied by the Olympic Movement.



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Bricis Ilmars, Latvia

B I A T H L O N





Andrej Filischkin, Russian Federation

D O W N H I L L

A C C R E D I T A T I O N

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: September 1998 • Ended: April 2002

R E P O R T E D T O

Fraser Bullock, chief operating officer

P R O G R A M D E L I V E R A B L E S

- Established, managed and implemented policies and procedures to produce an efficient and secure venue access system
- Operated five accreditation centers during the Games • Delivered accreditation badges that identify the holder and visually display the specific access rights and privileges needed to perform the holder's function

B U D G E T

- Total: \$1.58 million • Cash: \$646,189 • VIK: \$936,293

S T A F F

Tom Cisewski, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 10 • December 2001: 33

G A M E S - T I M E S T A F F I N G :

- Paid staff: 34 • Volunteers: 490

K E Y C H A L L E N G E S

- Badge production that complied with federal immigration standards
- Accrediting members of the dignitary community in a fair and equitable manner

K E Y M I L E S T O N E S

- November 2000: Received approval from the U.S. government for accreditation badge to serve as immigration entry document during the Games
- November 2001: Accreditation registration of more than 90,000 Games participants
- February 2002: Operated five accreditation centers throughout Salt Lake City



A C C R E D I T A T I O N

The accreditation program for the Salt Lake 2002 Olympic Winter Games began in September 1998. Accreditation established, managed and implemented policies and procedures that resulted in an efficient, secure and well-managed venue-access system.

The accreditation process resulted in a badge that identified the holder and visually displayed his or her specific access rights and privileges. SLOC's accreditation badges were printed with Kodak's cutting-edge technology. Accredited constituents included athletes, competition officials, media, Olympic Family, staff, volunteers, vendors, sponsors and outside law enforcement personnel.

The registration to obtain an accreditation badge was filed through official Responsible Organizations, which included the IOC, NOCs, IFs and rights-holding broadcasters. SLOC processed all applications through these constituencies. No individual applications were considered. More than 100,000 accreditation requests were processed for the Olympic Family. By November 2001, Accreditation had finalized the Olympic Family lists, and confirmation reports were mailed out to registered organizations. SLOC accredited more than 80,000 individuals for the Salt Lake 2002 Olympic and Paralympic Winter Games.

The accreditation process involved multiple steps. In the initial phase, responsible organizations sent their applicants' accreditation information, either electronically or through the mail, to SLOC. Then, SLOC worked with a technology sponsor to develop an electronic accreditation system that allowed individuals and groups to request accreditation in a digital format. Many Olympic Family members, most of the media and all staff members and volunteers were accredited electronically. The remaining accreditation applications received through the mail were programmed manually into the system by SLOC's accreditation staff.

Accreditation information included an applicant's personal data (name, date of birth, nationality and passport number), his or her Olympic function and the name of the organization or functional area to which the applicant belonged. SLOC staff, volunteers and contractors signed additional waivers that allowed the appropriate security agencies to perform a background check.

Following the successful model of the Nagano 1998 Games, the accreditation badge, officially titled the Olympic Identity and Accreditation Card (OIAC), functioned as an immigration work visa. SLOC facilitated the synergy of accreditation and immigration visas through extensive meetings with the U.S. Department of State, the Immigration and Naturalization Service (INS) and the airlines servicing Olympic Family travel.



Accreditation produced sophisticated badges for entry into areas of Salt Lake Olympic Square (far left), Utah Olympic Park (center and near left) and numerous other venues and official Olympic areas.

Much time and effort was spent with government personnel on entry-related issues. Most issues focused on missing data required for visa issuance or changes to data. Despite heightened scrutiny following the attacks of 11 September, no Olympic Family members were denied entry into the United States. U.S. Immigration authorities were pleased with the security and efficiency of the process.

In early 2000, SLOC experienced challenges in the badge production phase. The U.S. Department of State mandates the use of currency paper, which is difficult to reproduce, for all official immigration materials. In February 2000, SLOC mailed its badge prototype to the National INS Forensic Laboratory in Washington, D.C. In a short time period, technicians had cracked the design and produced a counterfeit. This major setback required SLOC to redesign the accreditation badge to mitigate the counterfeit threat. By November 2000, the INS had approved the final design.

As winter 2000-01 approached, Accreditation was initially slated to develop and manage the accreditation program in 50 test-event competitions. Due to budget and staff constraints, the function decided to limit the scope of its participation during the test-event season. As a result, the eight-person accreditation team worked on four test events, using all the technology systems and policy procedures that would be used during the Games. Accreditation participated in both indoor and outdoor events to simulate the complex multivenue environment of the Salt Lake 2002 Games.

Following these test events, the department took six weeks to revise concepts, plans and schedules. The most significant change after test events involved venue zoning; several areas were moved from more restricted to less restricted areas. By doing so, fewer people would require access to sensitive zones such as the blue zone (athlete areas).

Starting in July 2001, Accreditation staff and volunteers participated in multiple training sessions on the SchlumbergerSema computer systems. During this period, SLOC augmented the accreditation staff and by October 2001, the team numbered 34.

During the Salt Lake 2002 Games, SLOC operated five full-time accreditation facilities that processed more than 80,000 accredited officials. To meet this large fulfillment volume, more than 450 volunteers staffed the accreditation centers. SLOC processed the majority of its accreditation badges at the Downtown Accreditation Center. At Salt Lake City International Airport, the function

placed airport activation counters in all arrival terminals. These centers were equipped to activate nonactive badges for officials who had previously received their accreditation cards. In Salt Lake City, Accreditation managed processing centers at the Olympic Family Hotel, the Main Media Center, the Team 2002 Processing Center and the Olympic Village.

After arriving at one of the operating Accreditation distribution centers, each eligible participant acquired one card. The accreditation card contained elements that identified its holder with his or her approved venue access rights and privileges. SLOC's design displayed all relevant information about the individual clearly and visually. The efficient design of the badges mitigated misunderstandings with Security personnel and Event Services volunteers at the venue access points.

In addition to showing a color photograph of the holder, the accreditation badge contained personal information, accreditation number, bar code, zone access codes, transportation entitlement, category code, venue access code and seating entitlement.

In light of the events of 11 September, it was imperative that SLOC produce a secure accreditation card that Security and Event Services could clearly monitor.

All accredited individuals were grouped into categories according to the IOC's Accreditation Guide. The badge visually displayed each category with a unique color marker. For example, all Olympic athletes were placed in the Aa category, and the pass was printed on a green background. Each badge listed the holder's Responsible Organization. In the case of the athlete badge, the Responsible Organization was the NOC.

Each accredited official's access rights and privileges were based on the venue plans and seating charts that SLOC developed in 1999. Graphical elements and zone codes determined the appropriate level of a holder's venue access rights.

The badge also specified transportation privileges. All accredited members had access to public transportation and the spectator transportation system. In addition, four specific transportation codes were defined as T1 through T4 under the IOC's Accreditation Guide. For T1 accredited individuals, SLOC provided a dedicated vehicle and driver. With T2 privileges, a vehicle and a driver were supplied by SLOC. Two similarly accredited officials could share this service. SLOC's motor-pool access was denoted by a T3 code. Finally, T4 accreditation provided access to the SLOC bus system, which included the athlete network, media network and official competition shuttles.

Lost passes posed a potential security risk and were treated very seriously by Games Security. Individuals were required to report lost or stolen passes immediately to the police and to an Accreditation Center or Venue Accreditation Office to cancel the badge. Games accreditees with lost or stolen badges signed a declaration concerning the loss or theft before SLOC issued a replacement.

In addition to allowing standard venue access based on the accreditation card, SLOC established supplemental guidelines for venue access, which included the day pass and guest pass program. Only accredited persons were eligible to obtain a day pass. If there was a position, for example, which multiple employees would fill on rotating days, a day pass would be necessary. Venue managers recognized the day pass only when the holder presented a valid accreditation badge. This policy ensured that applicants were previously registered in the accreditation system, had passed a background check and that a Games function had been validated. Day passes were never allocated in lieu of official accreditation or for entry into venues to spectate without an appropriate ticket. Venue managers held the sole authority to distribute day passes at the venue on a case-by-case basis.

Officials from the Olympic Village, Press Services, ISB and the Olympic Family Hotel distributed guest and visitor passes. The cards permitted access only to the Olympic Village, MPC, IBC and the Olympic Family Hotel.

In October 2001, Accreditation began operations at its accreditation data processing center, and the workforce and Olympic Family staff were in full Games operations mode. Registration deadlines were met by late October, and the function printed the accreditation badges for most groups before December 2001.

In many respects, the fourth quarter of 2001 was the most critical to the success of the function. Participants were registered in the computer system, and the passes were printed. Access policies and procedures became fully integrated with the venue team as SLOC began the load-in of equipment at its venues.

A number of organizations submitted data months beyond the October application deadline. A few large constituencies submitted more than half of their information less than a week before personnel required accreditation passes. As a result, accreditation for many Food Services, Transportation and Venue Development personnel was a challenging experience.

Data for most law enforcement and military personnel—ultimately 13,000 people—were also submitted in the month before the Games. The military, UOPSC and the U.S. Secret Service all allocated personnel to assist in processing. Due to their cooperation, the process worked well despite late entries.

A team from SLOC's Accreditation and Staffing functions collaborated to assign Accreditation volunteers to multiple venues, which resulted in a success for the program.

As venues went operational in January 2002, confusion regarding access policies arose, especially during venue load-in. In some instances, policies were not implemented properly. Regular communication and cooperation between accreditation, event management and event services usually led to quick resolution.

Load-in activities were not completed at some venues by the date when accreditation passes were required for access. Load-in periods were therefore extended at these venues so that a load-in pass could be used instead of an accreditation pass to complete work.

Enumeration, design and production of supplemental accreditation devices were a challenge. The design of bibs and armbands was behind schedule and requirements changed. By the beginning of the Games, there were 97 different bibs and armbands (accounting for venue-specific lettering, etc.) and approximately 18,000 items produced. A master plan for supplemental access should have been finalized before the test events. With a flexible design, last-minute requirements could have been accommodated.

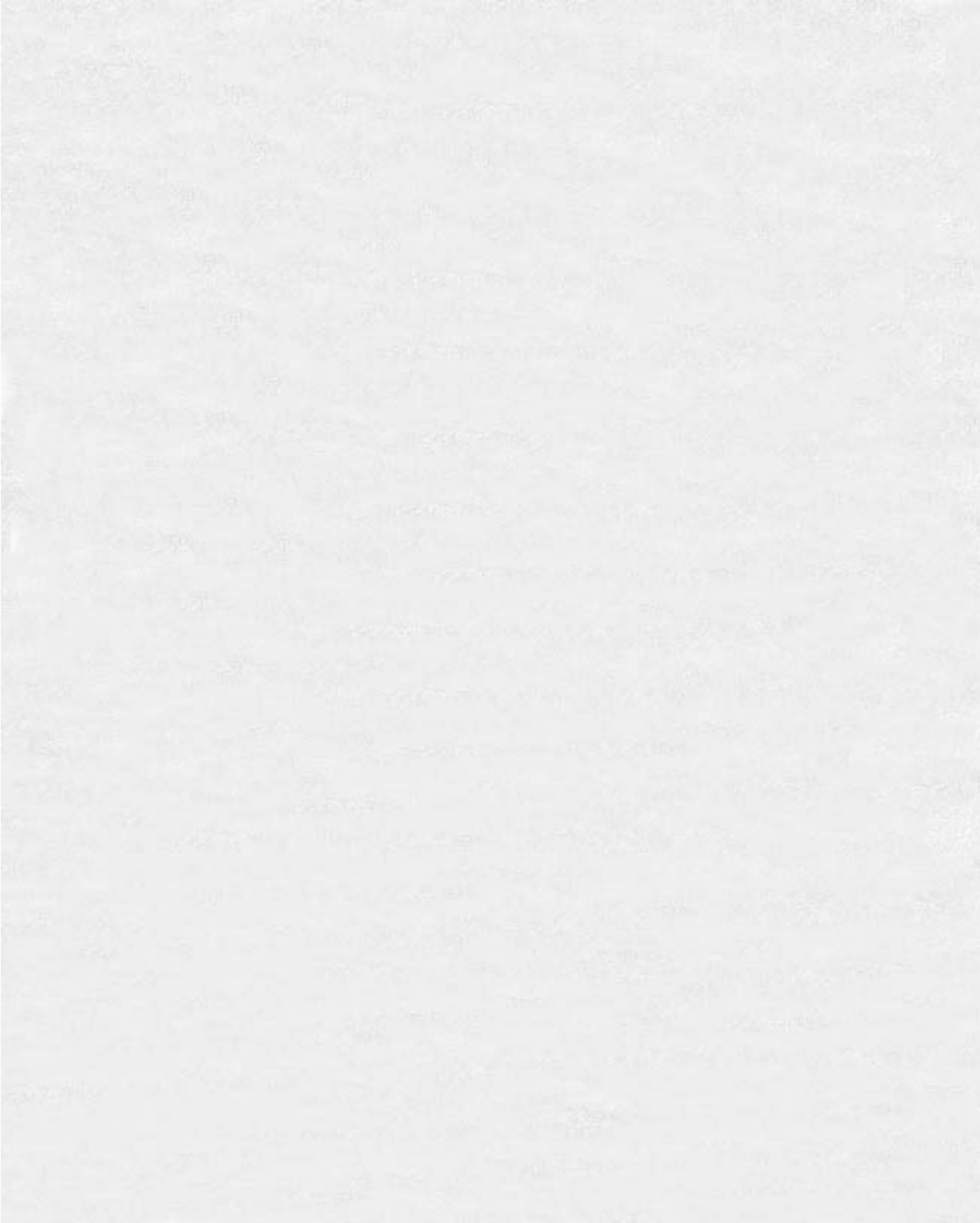
After the Opening Ceremony, operations were a resounding success. Day pass numbers were very low, largely because each general manager was given a small quantity of permanent access passes that he or she could use instead of day passes. Overall, the function followed its detailed planning and completed a successful and efficient accreditation program during the Salt Lake 2002 Games.



Sarah Hughes, United States of America

F I G U R E S K A T I N G





Marie-France Dubreuil and Patrice Lauzon, Canada

S A L T L A K E I C E C E N T E R

E V E N T S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: September 1999 • Ended: April 2002
-

R E P O R T E D T O

- Fraser Bullock, chief operating officer
-

P R O G R A M D E L I V E R A B L E S

- Event operational security
 - Pedestrian security screening (mag & bag operations)
 - 24-hour building security (pre, during and post Games period)
 - Crowd management and spectator marshaling,
 - Access control/monitoring (interpretation and enforcement of accreditation plan and systems)
 - Ticket taking and ushering
 - Executive protection of SLOC senior management
 - Talent protection • Asset protection and loss prevention
 - Background check administration (120,000 contractors and staff)
 - Electronic security, public information, and lost and found
-

B U D G E T

- Total: \$14.12 million • Cash: \$11.47 million • VIK: \$2.65 million
-

S T A F F

Richard Bezemer, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 36 • December 2001: 208

G A M E S - T I M E S T A F F I N G :

- 100 full-time management staff • 1500 temporary paid staff • Volunteers: 4000
-

K E Y C H A L L E N G E S

- Developing consistent operations procedures across all venues with clear communication of regulations to athletes, spectators and officials
 - Striking a balance between SLOC's need for a comprehensive public safety program and its desire to maintain an inviting atmosphere during the Games
-

K E Y M I L E S T O N E S

- Late 2000: outlined a consolidated budget
- Fall 2001: commenced volunteer and staff-training program
 - November 2001, job-specific training
- During the Games: addressed customer service issues through its public information operation



E V E N T S E R V I C E S

In September 1999, SLOC formed the Event Services function to handle crowd management, front-of-house customer service and back-of-house access monitoring responsibilities at competition venues. The function reported to the managing director of Event Operations.

Until April 2001, these deliverables were handled by SLOC's Protective Services function. As the Games approached, senior management restructured this group under Event Services. The move consolidated crowd management and the event operational security functions into one team. In this capacity, Event Services managed all safety issues not covered by UOPSC. From asset protection at the venues to bodyguards for senior management and Olympic Family members, the function provided security services that were not covered by the agencies operating through UOPSC.

With the restructuring, Event Services was responsible for the following deliverables at all Olympic venues: event operational security, pedestrian security screening (mag & bag operations), 24-hour building security (before, during and after the Games), crowd management and spectator marshaling, access control/monitoring (interpretation and enforcement of accreditation plan and systems), ticket taking, ushering, executive protection of SLOC senior management, talent protection, asset protection and loss prevention, background check administration (120,000 contractors and staff), electronic security, public information and lost and found.

Additionally, the restructuring clearly delineated the roles of SLOC, public safety and law enforcement as they related to Olympic security. In broad terms, Event Services would be responsible for operational security and customer service, which allowed outside law enforcement agencies to focus on higher-level security and public safety matters. The Event Operations function managed SLOC's security integration program with external law enforcement agencies under the UOPSC umbrella.

SLOC contracted CSC International, an outside event services and security company with previous Olympic experience, to manage Event Services. The contractual relationship was based on a hybrid "in-house and out-sourced" model, whereby CSC International allocated project management services and a core group of experienced managers, and SLOC provided labor, including volunteers and temporary staff.

By late 2000, Event Services had outlined a consolidated budget of \$22 million. The budget contained VIK for electronic security equipment and the technology to support these systems. Marketing relationships with the official electronic security supplier and other outside suppliers provided security technology infrastructure across all Olympic venues.

In early 2000, staffing costs for Games-time paid temporary labor (supervisory and paid line staff) were estimated at \$5 million. In addition, costs for contract security for pre- and post-Games and noncompetition venues were estimated at \$2.8 million. By February 2002, Event Services consisted of approximately 100 full-time management staff, 1500 temporary paid staff and 4000 volunteers.

In June 2000, Event Services transitioned into its Games-time structure by creating regional management teams covering snow venues, ice venues and noncompetition venues. The function continued to increase its staffing levels throughout June and July 2000. During this period, Event Services maintained a strong working relationship with Human Resources. The staffing support program consisted of staff demand planning and staff supply management (recruitment, scheduling and training). Human Resources developed the volunteer database from SLOC's employment website, performed initial screening interviews for qualified applicants and assigned volunteers to Event Services.

As volunteer candidates were assigned to Event Services in summer 2000, the function planned Games-time staffing schedules. At the venue level, the Event Services support operations manager played an integral role in the execution of the volunteer roster by providing logistics input for Event Services volunteers.

In winter 2000-01, the test-event competitions highlighted several gaps in Event Services operations plans and provided critical input for the program. The planning documents underwent revisions after the function reviewed its test-event performance. One of the major issues highlighted during the test events was the need for greater consistency across venues. At some venues, for instance, spectators received mixed messages regarding policies such as leaving and reentering the venue. This inconsistency created customer-service problems for both spectators and the Event Services team.

Following these test events, Event Services expanded significantly with the hiring of venue managers, assistant venue managers and venue support operations managers. During the next six months, the group focused on detailed venue planning and manager development. Mentoring programs, management development sessions, weekly team meetings and tabletop simulations were employed to prepare individuals and teams for their Games-time responsibilities. These efforts were key to ensuring both quality and consistency across all competition and noncompetition venues during the Games.

By fall 2001, the function had commenced its training program. Volunteer training followed a two-stage process. In October 2001, all Event Services volunteers participated in SLOC's general volunteer training sessions, which covered background information on SLOC, the Olympic Movement and customer-service practices. In November 2001, the job-specific training program commenced. Training programs were customized to the requirements of each job category. Event Services also developed and delivered specialized training for pedestrian screening and security technology for function and National Guard personnel.

At the venues, Event Services employed a pyramid reporting structure for operations. Within the function, Event Services venue managers, along with an assistant manager and support operations manager, directed the overall program. Sector coordinators were responsible for managing operations and teams of Event Services volunteers and paid staff.

Reporting to the sector coordinators, team leaders were selected from the function's most experienced volunteers. In some specific cases, such as positions that required unique skill-sets or overnight shifts, SLOC hired paid specialists. At the base of the reporting pyramid, volunteer hosts performed roles including ticket takers, bag checks, ushers and access monitors.



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Event Services handled ticket taking, crowd management and more at every venue including Utah Olympic Park (far left) and Deer Valley Resort (near left) and provided valuable assistance to planners of Salt Lake Olympic Square (center).

During the Games, the function addressed customer-service issues through its Public Information operation. The position managed the spectator information booths at the venues and coordinated public-information messages with SLOC's Media and Communications departments. At the venues, Public Information kiosks were staffed by volunteers who provided consistent information to the spectators for issues such as venue-prohibited items, directions to spectator services and stadium ushering. Additionally, Event Services coordinated SLOC's lost-and-found program at the venues.

Prior to this Games-time role, the Event Services Public Information team developed and reviewed the various messages included in SLOC publications, including the Official Spectator Guide to the Games and other media, such as public address announcements and ticketing guides.

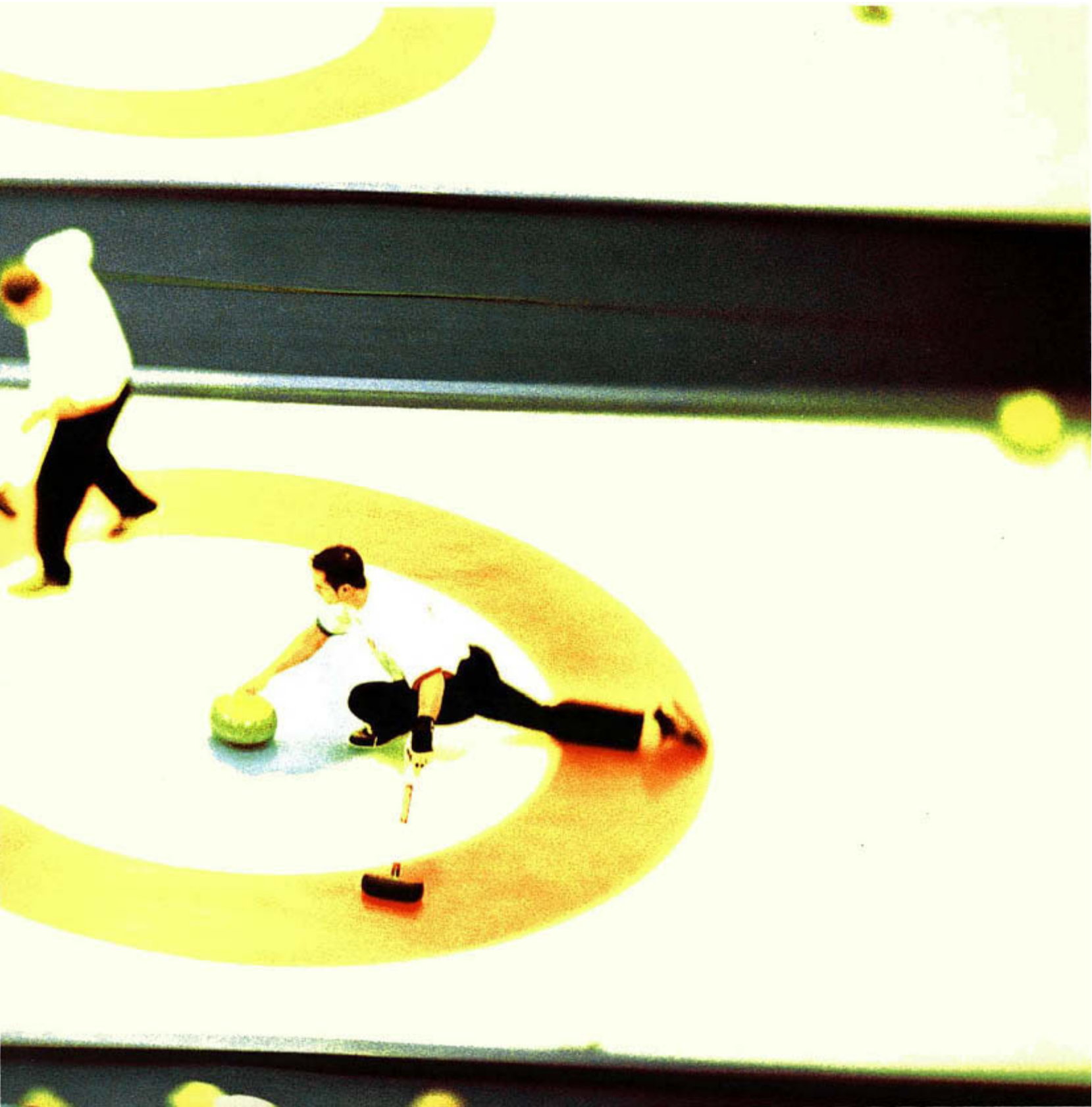
Given the heightened state of security following the events of 11 September, the concerted planning and operation of Event Services helped SLOC provide the athletes, Olympic Family, media and spectators with a safe environment across all venues. This program was a major Games-time success.

Curling

THE ICE SHEET AT OGDEN



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O L Y M P I C V I L L A G E

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1997 • Date Ended: 31 May 2002
-

R E P O R T E D T O

Doug Arnot, managing director, Event Operations

P R O G R A M D E L I V E R A B L E S

- Provided necessary accommodations, services and recreation for the convenient use and enjoyment of participating athletes and officials in a secure, comfortable and attractive environment.
 - Created an atmosphere that encourages healthy social interaction and which allows for mindful preparation for Olympic competition and to conduct this mission in a financially and environmentally responsible manner.
-

B U D G E T

- Total: \$37.86 million • Cash: \$35.84 million • VIK: \$2.01 million
-

S T A F F

Richard Tyler, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 27 • December 2001: 51

G A M E S - T I M E S T A F F I N G :

- Approximately 3300 paid staff and volunteers combined (from all functions) and approximately 1600 contractors worked at the Village during the Games
 - Paid staff: 119 (working for Olympic Village function during the Games)
 - Volunteers: 372 (working for Olympic Village function during the Games)
-

K E Y C H A L L E N G E S

- Working with UOPSC with regards to security procedures at the Village, especially after the events of 11 September 2001
 - To coordinate with Transportation regarding its comprehensive plans and policies for NOC arrivals and departures
 - Finding the best solution to meet the housekeeping services at the Village
 - Planning allotment assignments, which affect bed spaces, living rooms, NOC offices and other housing space
 - Providing adequate leisure and recreation diversions for Village residents
-

K E Y M I L E S T O N E S

- January 1997–June 1998: Drafted and refined Village site and master plan
 - December 1997: contract signed with University of Utah
- December 2000–May 2001: Refined and finalized staffing needs and head count
 - June–September 2001: Procured major services and product contracts
- July–September 2001: Developed final Village venue and job-specific training
 - 29 January–26 February 2002: Olympic Village Operational



OLYMPIC VILLAGE

The mission of SLOC's Olympic Village function was to provide athletes and officials with accommodations, services and recreation in a secure, comfortable and attractive environment. The function was successful in its efforts, as residents of the Village lauded everything from the myriad entertainment options to the sense of security they felt during their stay. The Olympic Village was open from 29 January to 26 February 2002 and served as a residence for approximately 3500 athletes and officials during the Salt Lake 2002 Games. Located on 28 hectares (70 acres) of the University of Utah campus in Salt Lake City, the Village consisted of two zones: the International Zone and the Residential Zone.

The International Zone provided residents and visitors with the opportunity to shop and enjoy a variety of recreation and leisure options including video games, movies and live music. The International Zone also contained, among other services, a bank, a phone-calling center, the Coffeehouse, dry cleaning, mail services, a photo shop, a salon, an Internet center and a flower and card shop. Also located in the International Zone was the Team Welcome Ceremonies stage, which hosted live performances, and several administrative and management offices.

The Residential Zone was the private area of the Olympic Village and included 20 new apartment and suite-style housing units for the athletes and officials. This zone offered two dining facilities, a fitness center, a small Internet center, a video-games center, a recreational-massage center and a club that featured billiards, a television lounge and live music. The Residential Zone also offered religious and interfaith services to residents. Members of the media were allowed to visit the International Zone unescorted with a media guest pass. Guests were allowed to visit the International Zone and Residential Zone by request from, and when escorted by an NOC.

HISTORY •

Olympic Village began when SLOC hired the function director in January 1997. At the onset, the function was part of the Games department along with NOC/NPC & Athlete Services, Accreditation and Sport. Olympic Village moved under Event Operations in fall 1999 as part of various management changes that occurred during that time.

The function's first major task was to create a conceptual plan for the Village. This entailed a decision on what services Olympic Village needed and wanted to provide for the residents and how the actual Village would be laid out physically. The function combined this plan with the master plan that was being developed for the University's new housing complex. The decision to build the Village on the campus of the University of Utah had been made many years earlier and remained as part of several previous Olympic bids, including the bid for the Salt Lake 2002 Games. The site was chosen because of its central location to both the downtown area and potential outdoor venues.

After creating the conceptual plan for the site, Olympic Village began contract negotiations with the University of Utah in summer 1997. The contract's completion was complicated by the fact that the university did not wish to host the Paralympic Village for fear of excessive impact to the campus. After negotiations, SLOC completed the contract with the university in June 1998 with an agreement that the same site would be used for the Paralympic Village.

The contract between SLOC and the University of Utah was a reciprocal agreement, whereby each party benefited from the other. SLOC gained the use of the campus to house the athletes and officials, and the university was left with 20 new residential buildings in which to house students after the Games. SLOC was generally responsible for activities within the boundaries of the Village, including services such as waste removal, grounds keeping and maintenance. For these services, Olympic Village sent out RFPs to various service providers in order to secure the companies that best fit the function's needs.



©2001 SLOC photo by David Guimery



©2001 SLOC photo by David Guimery



©2001 SLOC photo by David Guimery

The Olympic Village was located on the scenic University of Utah campus (far left). Center, Olympic Village Director Richard Tyler speaks to the media about facilities as Mitt Romney and J. Bernard Machen observe. The International Zone was in the historic Fort Douglas Officers' Circle, near left.

PROGRAM AREAS •

The Olympic Village function was organized into five program areas: Administration & Management, Facilities Services, Operations, Village Services and Paralympic Village & Special Projects.

Administration was responsible for the information and pass administration—including entry control—and oversaw and coordinated finances, human resources and staffing within the function. Administration also managed the procurement of supplies for the Village but was not responsible for items such as tables and chairs for the lounges and residences, which were supplied by Logistics. In addition, Administration coordinated with Accreditation, Broadcast Operations and Press Operations. The Management portion of Administration & Management was responsible for the overall direction of the Village and interfaced with the SLOC board of directors and senior management, IOC, NOCs, NOC & Athlete Services, Protocol and Security.

Facilities Services managed the overall design and construction of the facilities at the Village and maintenance, grounds keeping, snow and waste removal and systems related to these activities. Olympic Village employed 10 to 12 individuals who worked in support services in conjunction with

the University of Utah to provide facility maintenance and management services. Facilities Services also coordinated with Venue Development, the University of Utah, Look of the Games, the Americans with Disabilities Act (ADA) consultant, the Salt Lake City fire marshal, Logistics, Information Services and Telecommunications.

Operations was responsible for developing and executing the housing programs at the Village, including allotment, linens, housekeeping, staffing the front desks and coordinating with the Food Services and Transportation functions.

Village Services organized the religious, recreation and leisure services and retail services, including the management of the Internet centers and the club. Contractors and sponsors provided all of the services within the Village. Village Services also coordinated with Medical Services to provide an on-site medical (first aid) station, staffed with two registered nurses, and a Polyclinic, which provided diagnosis and treatment of urgent or emergent medical problems. The Polyclinic also offered imaging services, dental and eye care and a full-service pharmacy.

The Paralympic Village and Special Projects division ensured that the plans were well-coordinated for the Paralympic Winter Games and managed such issues as the coordination of brand protection and clean venue programs, the planning-integration process for the Village, the Olympic Village pre-opening, the Village final prep calendar and other related projects.

**SECURITY AT THE
OLYMPIC VILLAGE •**

Several law enforcement and military agencies provided security at the Olympic Village, the largest being the U.S. Secret Service, UOPSC and the Utah National Guard. Because the University of Utah is under the jurisdiction of the state of Utah, the state's department of public safety had official law-enforcement jurisdiction. The U.S. Secret Service was charged with overall responsibility for the Games public safety, however, and thus the Village also became a federally secured site. The U.S. Secret Service performed or supervised the security screening of persons, cargo and vehicles entering the Village and monitored the secured Village perimeter. UOPSC provided law enforcement presence and response. These security measures were predicated by SLOC personnel who conducted vehicle- and person-access control (credential checks) at all control points. The U.S. Postal Inspection Service provided security screening of incoming mail and luggage. The FBI provided dedicated special security teams and an Explosive Ordinance Disposal (bomb squad team). The Salt Lake City Fire Department provided a dedicated on-site fire response team, and Gold Cross ambulance provided a dedicated on-site EMS team. After the terrorist attacks of 11 September, some physical security changes were made to enhance security. There were very few major changes made, however, as the original security plan was deemed largely sufficient.

**GAMES-TIME
OPERATIONS •**

During any 24-hour period during the Games, up to 3100 employees (SLOC, contracted, law enforcement) were on the Village grounds, making the Olympic Village the largest Games venue in terms of staffing. Olympic Village staff and volunteers totaled approximately 3300, while contractors and sponsors represented approximately 1600 persons.

For the Games, the function formed a Village Management Team out of the overall Village team, which met on a daily basis. This Management Team consisted of 20 positions representing Village Management, Village Administration, Village Facilities Services, Village Operations, Village Services, Paralympic Village & Special Projects, NOC/NPC & Athlete Services, Event Services,

UOPSC (law enforcement), Food Services, Human Resources, Information Services (technology), Logistics Manager, Venue Press Chief, Safety, Telecommunications and Transportation.

The following persons were also invited to attend the daily meetings on occasion: venue business manager (Finance), Protocol manager, IOC and NOC Relations representative, Medical Services manager, Paralympics manager, University of Utah venue representative, U.S. Secret Service liaison and the Venue Development site manager.

Daily meetings of the Village Management Team were necessary and useful prior to the Chef de Mission meetings. Daily meetings with the law enforcement venue commander and Secret Service agents in charge as well as meetings with the Finance manager also proved useful and informative.

The Village had several key successes in its setup and operations beginning with the arrivals and check-in processes for the athletes and officials. Housing, housekeeping and front-desk service were all deemed excellent. Access control, security, administration of guest passes, food services and the athlete transportation system worked well. Especially well-received were the recreation and leisure programs such as the CoffeeHouse, the club and the various retail services provided at the Village. The warm attitude and cordiality of the Village staff and volunteers were duly noted. Challenges at the Village included the coordination of departures, some of the nonathlete transportation system operations and sustaining staff motivation through the Paralympics. In general, the Village was a significant success for SLOC and the Games, garnering the only "best ever" comments from IOC President Jacques Rogge, who was a Village resident for several days during the Games.

The University resumed normal operations at the Village site within a very short period of time and is left with a legacy of new housing facilities, renovated Officers' Circle buildings that served as the Village International Zone and various other improvements left by SLOC.

The Olympic Village Function completed under budget in operations and staffing and concluded its remaining four staff positions by 31 May 2002.



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Ski Jumping, Individual K90

U T A H O L Y M P I C P A R K





Biathlon, Men's 4 x 7.5 km Relay

S O L D I E R H O L L O W

WASTE, RECYCLING, CLEANING AND SNOW REMOVAL (WRCS)

FUNCTION AT A GLANCE

DATES

- Formed: June 1999 • Ended: April 2002
-

REPORTED TO

Doug Arnot, managing director, Event Operations

PROGRAM DELIVERABLES

- All aspects of waste removal, recycling, general cleaning at all venues and snow removal
 - Managed all contracts with outside contractors
 - Set the level of service that SLOC required
 - Directed the temporary paid staff during the Games.
-

BUDGET

- Total: \$3.16 million • Cash: \$2.67 million • VIK: \$491,358
-

STAFF

Laynee G. Jones, director

PRE-GAMES STAFFING:

- One year out (February 2001): 5 • December 2001: 85

GAMES-TIME STAFFING:

- Paid staff: 36 • Volunteers: 900 • Temporary Games-time: 450
-

KEY CHALLENGES

- Fulfilling SLOC's stringent environmental standards in the waste program's design
 - Planning and budgeting for snow removal to adequately plan for potential Games-time weather contingencies
 - Managing heavy snowfall during construction and build-out at SLOC's outdoor venues
-

KEY MILESTONES

- August 2001: Recycling Forum addressed community issues
- September 2001: Hired venue managers and assistant managers
- February 2002: Recycled 117 metric tons of cardboard, 79 metric tons of plastic and 4 metric tons of aluminum. Sent 1053 metric tons to composting site and delivered 1283 metric tons of waste to material recovery facility.



WASTE, RECYCLING, CLEANING AND SNOW REMOVAL (WRCS)

WRCS was responsible for all aspects of waste removal, recycling, general cleaning at all venues and snow removal during the 2002 Olympic Winter Games. The function managed SLOC's contracts with outside contractors, set the level of service SLOC required, and directed the temporary paid staff that performed the myriad removal services. The director of WRCS reported to the managing director of Event Operations.

Due to SLOC's commitment to environmental preservation, WRCS was integrally involved in the planning, design and implementation of the Games-time recycling program. The ambitious plan established by Environment challenged WRCS to find solutions that were practical, economical and also fulfilled the environmental goals.

The function, along with Environment, addressed these concerns during a day-long public workshop in August 2001. The Recycling Forum solicited input from attendees and communicated SLOC's Games-time waste plan, available resources and constraints in the program's design. The session was a success for SLOC. Many attendees who had been adversarial prior to the discussions left the workshop supporting SLOC's efforts to recycle waste during the 2002 Games. The details of these extensive recycling programs were highlighted in SLOC's State of the Environment report published in winter 2001-02.

Staffing increased in September 2001 with the hiring of WRCS venue managers. Each venue operated with one WRCS manager and two assistant managers to allow for 24-hour on-site coverage. Managers were staffed at the venues starting in January 2001, and in some cases, they arrived earlier to oversee snow removal during final venue construction and build-out prior to the opening of the Games.

Snow removal contracts proved to be an additional challenge for WRCS as the Games approached. The function needed to ensure that appropriate equipment would be available to handle potential heavy snowfalls in February. Planning for unforeseen weather contingencies presented inherent difficulties. If SLOC underscoped its snow removal resources, the Games schedule would be exposed to delays in the event of a drastic storm. With equipment dedicated to specific venues, WRCS incurred large expenses for its program because bidders wanted guaranteed contracts even if the weather remained clear and the equipment went unused. SLOC hired more than 120 snowplow

operators during winter 2001–2002. By February 2002, the function had signed five waste-hauling contracts, three janitorial contracts that included more than 600 contractor staff and 900 volunteers.

During the Games, WRCS managers directed volunteers assigned to snow removal and litter cleanup. SLOC brought on 450 paid-temporary staff for snow and litter services at all outdoor venues and to cover overnight shifts.

Beyond these challenges, WRCS completed a successful program during the 2002 Games. With only minor snowfall during the initial day of competition, the function focused primarily on waste removal, litter cleanup, recycling and composting. Between 28 January and 25 February 2002, SLOC delivered 1446 metric tons (1426 tons) of waste to the Green Valley material recovery facility, which included waste from 10 competition venues, the MMC, Park City Technical Compound, Rice-Eccles Olympic Stadium, SLOS, OMP and Park City Main Street. Additionally, SLOC composted 1189 metric tons (1170 tons) of waste at the Green Valley facility.

The successful operation of the WRCS program ensured that SLOC offered athletes, Olympic Family, Media and spectators a clean atmosphere to enjoy the 2002 Games while concurrently fulfilling SLOC's commitment to environmental quality and conservation.



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Men's Snowboarding Halfpipe

P A R K C I T Y M O U N T A I N R E S O R T





Parallel Giant Slalom

P A R K C I T Y M O U N T A I N R E S O R T

E V E N T M A N A G E M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: September 1999 • Ended: April 2002
-

R E P O R T E D T O

Fraser Bullock, chief operating officer

P R O G R A M D E L I V E R A B L E S

- Managed the planning and preparation of SLOC's venues
 - Managed SLOC's venues during the Games
 - Developed and managed operating procedures for 10 competition venues, three key noncompetition venues—Rice-Eccles Olympic Stadium, Olympic Medals Plaza (OMP), Salt Lake Olympic Square (SLOS) and three training sites.
 - Designed the Venue Integration Planning Schedule (VIPS)
 - Integrated staffing input from Human Resources into the venue operations plans
 - Managed preparation of event communications
-

B U D G E T

- Total: \$1.61 million • Cash: \$1.36 million • VIK: \$249,923
-

S T A F F

Jim Brown, managing director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 32 • December 2001: 41

G A M E S - T I M E S T A F F I N G :

- Paid staff: 44 • Volunteers: 10
-

K E Y C H A L L E N G E S

- Struggled throughout summer 2001 to help managers integrate into cohesive venue teams across functions
 - Continued budget changes that impacted the venue operations plans in the final planning stages
 - Working with Venue Development as SLOC integrated the operations components at the venues throughout fall 2001
 - Navigating the transition from infrastructure to operations management
-

K E Y M I L E S T O N E S

- February 2001: Published the Venue Integration Planning Schedule (VIPS)
 - August 2001: Finalized budget
- September 2001: Completed and published all operations plans, which detailed the functioning of each venue during the Games.
 - December 2001: Venue team on-site training
 - January 2002: Venue teams deployed to the venues.



E V E N T M A N A G E M E N T

Event Management was responsible for the planning and operation of SLOC's venues during the Salt Lake 2002 Games. The function managed 10 competition venues, three key noncompetition venues (Rice-Eccles Olympic Stadium, OMP and SLOS), and three training sites (Acord Ice Center, County Ice Center and Salt Lake Ice Center). This comprehensive program ensured that all of SLOC's venues were expertly managed, staffed and operated during the Games.

Although Event Management did not directly oversee all of SLOC's major noncompetition venues (MMC, Salt Lake City International Airport, Olympic Family Hotel), the Event Management team developed a close working relationship with these venue managers to ensure consistency across SLOC's venue operations plans. Event Management acted as the coordination and integration point for all of SLOC's functional areas, along with external organizations such as public safety and government agencies, contractors and vendors. Event Management organized these disparate entities into a cohesive and well-connected group at the venue level.

In May 2000, SLOC outlined the managing director's role for Event Management within the organization's reporting structure, but the position wasn't filled until one year prior to the Salt Lake 2002 Games. Up until this time, the role was handled by the Games Operations managing director. In January 2001, SLOC hired its managing director of Event Management, who brought to the organization his extensive experience with both Atlanta and Sydney Olympic venue operations, and other major international sporting events.

The function accomplished its first major deliverable one month after its managing director's arrival. By the end of February 2001, Event Management had published its function road map, entitled the Venue Integration Planning Schedule (VIPS). VIPS provided a detailed planning time line that extended through the Salt Lake 2002 Games. Within the VIPS planning cycle, Event Management developed policies and procedures that supported the venue-specific operations plans. By 1 July 2001, the function had published a VIPS schedule for each competition venue.

VIPS not only provided the function's internal road map, it also drove the interaction between Event Management and other SLOC functions. VIPS activities broke down into four key

components: site, stuff, staff and service. A fifth component, "Time" (when and in what sequence each of these activities should be conducted) drove each of the other components.

- **SITE** consisted of the physical build out of the venues. Using venue architectural drawings produced by Venue Development, with input from the venue designers and function managers/space owners, event general managers used their prior experience to help shape site plans from a venue operations perspective. Scope and budget were key parameters guiding this process.
- **STUFF** consisted of the provision of furniture and fixtures. The process outlined the resource requirements for each venue and the sequence and installation time lines for office equipment, telecommunications and information technology. Material Logistics supported this operative.
- **STAFF** was the process for determining the Games-time workforce requirements for each function at a venue. Human Resources conducted operational walk-throughs to validate the needs estimated by each venue team.
- **SERVICE** comprised the process for developing venue operations plans and venue policies and procedures. The function collaborated with the venue function managers to produce the Service component. Constituent walk-throughs and matching of constituent needs with service-provider plans were key factors in ensuring feasibility of delivery and consistency across venues.

These four elements guided Event Management's working relationships. Throughout summer and fall 2001, the function interacted extensively with Venues and Material Logistics. From these meetings, the Event Management team was able to chart clearly where specific equipment would be located during the Games. Items such as telephones, computers, chairs and desks were contracted, procured and deployed to the venues.

The staffing component of VIPS developed simultaneously with the procurement phase. In June 2001, the function received head counts and staffing levels from Human Resources. This relationship was crucial to the success of the function. Event Management needed to know how many volunteers would be staffed at each venue, so it could accurately draft the venue operations plans. The staffing input from Human Resources provided Event Management with a key component of its planning process.

Throughout summer 2001, SLOC continued the transition from the planning phase to an operations mode. As functions concentrated on their Games-time venue assignments, Event Management used the Venue Integration Team (VIT) process to facilitate cross-function collaboration and communication between senior and middle management. Many functions had spent a majority of their life cycles—up to four years—focusing solely on their deliverables. The concept of integrating into a cohesive unit was a foreign prospect for senior managers, many of whom were reluctant to relinquish responsibilities to an outside function.

In certain cases, managers clashed over key decision-making issues, especially in the area of security, sport and field-of-play operations. During the test events in winter 1999, sport managers handled venue operations. When Event Management brought in the general managers the following summer to direct venue operations, the Sport and venue general managers went through a period of adjustment and clarification of roles and responsibilities. Event Management continually reinforced

the point that Sport was its primary client. Over time, the two functions built strong relationships based on mutual trust and respect.

By August 2001, Event Management faced additional challenges during the planning review process. Although the VIPS plans were finalized by July 2001, renewed budget constraints and unforeseen issues forced the function to adapt their plans. In light of these budget setbacks, SLOC's event management success was largely based upon the function's validated management of each venue plan.

Event Management's budget was finalized at the end of August 2001. SLOC developed a cross-functional budget, which ensured consistency across all the venues. At each venue, general managers received a limited contingency budget of \$70,000. This fund provided the resources to cover immediate venue-based issues, but overall budget changes remained controlled centrally by Finance.

Along with budget planning, the function accomplished its major staffing milestones by late August 2001, when it finished hiring all venue general managers. At the venues, general managers were responsible for the overall operation of the venue, including budget, front-of-house and back-of-house operations, transportation, spectator services, etc. During the planning stages, venue general managers acted as the coordination and integration point for each entity on the venue including SLOC functions, public safety, government agencies, contractors, vendors, existing venue staff and community representatives.

By September 2001, Event Management had completed and published all venue operations plans, which detailed exactly how each venue would operate during the Games. The document explored each functional role, deliverable and responsibility of the venue. Between September and December 2001, general managers led their teams in validating these plans using workshops, simulations and rehearsals. Also in this time frame, risk/safety, contingency and emergency plans were developed and reinforced with the teams.



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Event Management coordinated myriad aspects of venue operation, including Event Services volunteers (at the Salt Lake Ice Center, far left), crowd control (at Snowbasin, center) and field-of-play staff (near left).

In late 2001 to early 2002, Event Management ramped up its operations. With the opening of the Olympic Village on 29 January 2002, the function entered its Games-time role, which involved the direct operation of SLOC venues. During the Games, venue locations challenged the event-management team. In downtown Salt Lake City and Park City, venue clusters created operations and congestion concerns. During the evening hours, the entertainment at Olympic Medals Plaza coincided with operations at the Salt Lake Ice Center. Managing these two venues and their respective spectator pressures was a difficult planning challenge for the function. In addition, offices, stores and businesses contributed to increased pedestrian and vehicular traffic during daytime event operations.

A further complicating factor included Utah's unpredictable weather, which created event-planning challenges for transportation and pedestrian flow at SLOC's venue clusters. The function mitigated these concerns with diligent operations plans and strong leadership. Fortunately, Games weather remained clear with few weather-related contingencies resulting in delayed competition.

As anticipated, 95 percent of the Games-time issues were resolved at the venue level and didn't require senior management intervention. In the security-screening process, especially with vehicle access to the venues, significant attention was required by the function's management. These operational areas deserved greater emphasis in the pre-Games planning phase to ensure policies and procedures were well understood and could have been more efficiently and consistently implemented. Finally, the function's organization structure proved effective, and the general manager-deputy general manager relationship allowed for the delegation of selected responsibilities and adequate off-duty time during the Games. The staffing levels were appropriate to successfully address the function's objectives and ensure the efficient and smooth operation of SLOC venues.



Ski Jumping

U T A H O L Y M P I C P A R K



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Moguls

D E E R V A L L E Y R E S O R T

E V E N T C O M M U N I C A T I O N S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: December 2000 • Ended: April 2002
-

R E P O R T E D T O

Jim Brown, managing director, Event Management

P R O G R A M D E L I V E R A B L E S

- Designed the venue-based communications protocols
 - Channeled venue communications to the decision-making body through the venue reporting structure
-

B U D G E T

- (Managed under the Event Management budget)

S T A F F

Steve O'Connor, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 4
- December 2001: 5

G A M E S - T I M E S T A F F I N G :

- Paid staff: Four full-time, 30 temporary
 - Volunteers: 219
-

K E Y C H A L L E N G E S

- Convincing managers of the function's expanded capabilities during the test events in January 2001
 - Integration with law enforcement and public safety communication centers
 - Manage call volume and communications within the MOC from 40 functional areas and 20 venues during the Games
-

K E Y M I L E S T O N E S

- January 2001: Drafted operations plan, primary deliverables and venue communications protocols—including the Venue Communications Center (VCC) and the venue radio plan that serviced more than 6000 radios during the Games.
- May 2001: Finalized 30 policies and procedures that governed Games-time communication.
Developed venue responsibility matrix during this period.



E V E N T C O M M U N I C A T I O N S

In December 2000, SLOC formed Event Communications, a function that would operate under the direction of Event Management. Event Communications designed the communications structure that serviced SLOC's venue teams, which became a major component of SLOC's successful operations plan. In addition to developing SLOC's communications protocols, the function provided SLOC managers with enhanced communication capabilities, helping to direct and manage information through all levels of the venue reporting structure during the Salt Lake 2002 Games.

One month after its inception, Event Communications drafted its operations plan and its primary deliverables. By the end of January 2001, the Event Communications team had outlined the scope of the program and its broad goals. The function established SLOC's venue communications protocols, a series of procedures that provided the documentation and regulations governing communications at all venues. Within these guidelines, the operations plan outlined SLOC's radio protocol language and designed the venue radio plan. Event Communications also designed the venue communications centers (VCC), which directed all radio and telephone traffic during the Games. The VCC concept was originally developed during the 1994 soccer World Cup in the United States and further expanded during the Atlanta 1996 and Sydney 2000 Games.

Event Communications experienced its first serious challenge during the test-event season throughout winter 2001. From 1 January 2001 through 26 March 2001, SLOC functions participated in a series of test events. This 86-day period provided an excellent opportunity for the Event Communications team to evaluate and refine its program. Prior to the test events, function managers were skeptical of Event Communications' role at the venue level. Many managers who held previous event experience viewed the function merely as a support tool, providing backbone services such as radio guidelines and organizational charts, but adding little else. Event Communications responded by breaking out of its perceived role and providing intelligent communications plans to the venue managers. This dynamic approach ensured that information reached the appropriate contact within difficult time constraints.

Following the rigorous competition schedule during the test events from January through March 2001, the function continued to develop its operations plan in spring 2001. During this

period, the team sought input from the venue general managers to optimize the reporting structure at the venue level. Throughout these meetings, Event Communications analyzed potential Games-time issues such as equipment failure and cross-referenced these contingencies to the appropriate function contact. In preparing for Games operations, SLOC needed to determine exactly who was responsible for resolving a crisis, and how information would be routed to the correct function contact. The outcome of these discussions produced the venue responsibility matrix, an organizational and communications chart that clearly delineated decision-making authority within the venue team.

Spring 2001 was a stressful period for the function, as many of its major program components were under way. Along with working on venue-based planning, the function established a stronger link to Human Resources by April 2001. Prior to the Games, Event Communications needed to recruit, train and staff more than 200 volunteers. To support these staffing requirements, Human Resources provided a dedicated staffing specialist to Event Communications.

Event Communications worked with HR Training to bolster its volunteer program. Collaboratively, these functions produced an event communications volunteer training manual, a quick reference guide and an instructional video. The multitude of training materials helped keep the function's staff and volunteers well-informed and competent during the Games.

By May 2001, a policies and procedures plan was finalized that highlighted volunteer operations. Event Communications developed more than 30 standard policies and operating procedures that governed the event communications program at the venues. During summer 2001, SLOC began the transition from its planning phase into an operational mode. In order to support this shift, Event Communications was relocated under the Event Management function to facilitate communication between venue managers.



Richard Gay of France competes in the final round of men's moguls at Deer Valley Resort, far left. Powder, one of three Salt Lake 2002 mascots, hugs a young fan on Park City's Main Street, center. Near left: An athlete climbs one of Soldier Hollow's hills.

As the summer progressed, Event Communications continued to expand the scope of its program, which necessitated deeper interactions with SLOC functions. Event Communications maintained a strong working relationship with the sport managers. This collaboration facilitated the development of SLOC's comprehensive field-of-play communications plan.

By late summer 2001 and continuing through fall, the function transferred its focus to venue operations. In September 2001, SLOC formed venue teams with cross-functional components. This process, termed venueization, was based on teams comprising members from diverse functions who all staffed a specific venue. As SLOC transitioned from a compartmentalized mode and integrated the functions into venue teams, certain function managers continued to view Event Communications

as a static tool, rather than a dynamic information resource. Relaying its strong skill set to function managers was a prolonged struggle for the Event Communications team.

Between October and December 2001, Event Communications played a key role in SLOC's pre-Games training exercises. The "table-top" scenarios and on-venue simulations underscored the recurring theme that successful venue management was directly connected to efficient communications capabilities. SLOC fully understood these connections and the VCC concept during this phase of planning.

By November 2001, the function initiated its training programs for volunteers. Each VCC operator underwent 15 hours of job-specific training. The function also presented its training materials to all of SLOC's venue teams. In January 2002, Event Communications trained all temporary paid staff members before they were relocated to the venues.

During the Games, communication was critical for venue managers. The Event Communications staff serviced SLOC's communications plan across 13 venues including 10 competition venues, and three key noncompetition venues: Rice-Eccles Olympic Stadium, SLOS and OMP. In this Games-time role, the function organized the lines of reporting between the VCC, the Security Communications Center and the MOC. The efficient communication between the responsible security bodies supported the operation of SLOC's comprehensive security measures during the Games.

To service SLOC's Games-time venue communications requirements, the function operated with four full-time staff, 25 temporary employees and 200 volunteers.

Under the venue C3 model, Event Services' hosts (volunteers) reported directly to a team leader (volunteer). The team leader routed information to a venue-sector coordinator (staff). Event Services managers directed volunteer teams and reported any serious concerns to the VCC, which operated a direct link to the MOC. Outside of the venue reporting structure, functional area managers reported up to the MOC. Redundancy provided a security layer during the Games, which minimized the risk that lines of communication would break down.

During the Games, two-way radios provided an integral component of SLOC's communications capabilities. The function developed and managed the Games-time radio network plan, which consisted of 6000 radios covering 10 competition venues. SLOC's telecommunications function procured and programmed the technology for radio network with oversight by the Utah Communication Agency (UCA).

Under the Event Communications radio plan, the alpine venues and Soldier Hollow operated with a modified structure. At these venues, SLOC's radio network established a Sport Radio Center (SRC) within the VCC. The SRC operated as the field-of-play communications hub. First developed by FIS, the governing body for competitive ski racing, the SRC operated simultaneously with the VCC. Skiing venues used the SRC due to a large number of radios deployed at the venue across a wide area. At Snowbasin Ski Area alone, Medical Services and the ski patrol operated more than 40 radios for their on-snow medical personnel. Throughout the alpine events, the field-of-play officials relied heavily on the radio network plan for reporting structures and communications protocols. The function's comprehensive planning efforts ensured that SLOC's venue-teams communicated efficiently during the Games.

Warwara Zelenskaja, Russian Federation

D O W N H I L L



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OPERATIONS PLANNING AND MANAGEMENT

FUNCTION AT A GLANCE

DATES

- Formed: February 2001 • Ended: April 2002
-

REPORTED TO

Fraser Bullock, chief operating officer

PROGRAM DELIVERABLES

- Established and staffed the MOC
 - Planned SLOC's athlete, media, sponsor and Olympic Family transportation systems
 - Developed tabletops, simulations and a SLOC-wide rehearsal for competition venues, noncompetition venues and critical functions in order to prepare for and practice Games-time operations
 - Developed and managed a series of Command Center Exercises (CCE) to integrate the Games-time operations, including roles and responsibilities, contingency plans, and media integration for federal, state and local agencies with SLOC
 - Conducted a series of Customer Experience reviews with key groups, including athletes, media, spectators and volunteers to validate and, if necessary, modify plans
 - Developed and monitored an Executive Road Map as a planning and progress-tracking tool for senior management
-

BUDGET

- Total: \$4.3 million • Cash: \$4.1 million • VIK: \$200,000
-

STAFF

Matt Lehman, managing director

PRE-GAMES STAFFING

21, (plus 25 from various SLOC functions for simulations)

GAMES-TIME

- MOC: 100 • Athlete Transportation: 1,300 • Operations Planning and Management: 20 • Volunteers: 4
-

KEY CHALLENGES

- Creating a trouble-shooting function within a firmly established organizational structure
 - Recruiting a 25-person team from all SLOC functions to contribute its time and talent to the simulation program
 - Ensuring the transportation systems maintained an appropriate service level for key constituent groups
 - Integrating the operations of multiple external agencies with SLOC to ensure seamless Games-time coordination
 - Building a MOC venue that delivered exceptional service to SLOC and external agencies, including the IOC
 - Taking over and running the operation of the Athlete Transportation System just before the Games began
 - Getting the organization comfortable with transparency and building dynamics among the venue teams
-

KEY MILESTONES

- September-November 2001: Addressed key Games-wide challenges including, UOP walk from mag & bag to competition area, sponsor access to Park City Main Street and hospitality, design of "As" officials transportation system, redesign of the media transportation system, athlete and officials shuttle drop at Snowbasin Ski Area, athlete system schedules and demand assessments
- October 2001: Delivered media transportation schedules to host broadcasters, IOC Coordination Commission and Press Operations
- November-December 2001: Delivered 21 simulations to venues and key functions
- November-January 2002: Designed and administered four tabletops (40 participants in each) and one large simulation (800 participants) to integrate local and federal law enforcement with SLOC's operations
- November 2001: Opened the MOC for operation
- November 2001: Delivered the Athlete Guide to the Games
- November 2001: Delivered the Media Guide to the Games
- December 2001: Delivered a SLOC-wide rehearsal and a Command Center rehearsal
- February 2002: Managed operations of the MOC
- February 2002: Managed day-to-day operations of the athlete transportation system
- February 2002: Oversaw the Olympic Family and sponsor transportation systems



OPERATIONS PLANNING AND MANAGEMENT

Operations Planning and Management (OPM) prepared SLOC for Games-time operations and served as the organization's troubleshooting function. Additionally, OPM oversaw SLOC's Special Projects group, which designed, planned and operated the Main Operations Center (MOC) during the Games. During the initial stages of the organization, the Planning function tracked and managed SLOC's large-scale development. OPM was formed one year prior to the start of the Games to solve organizational-wide issues. As the Games approached, SLOC needed a rapid-reacting function that could efficiently address unresolved issues that had not progressed. OPM and Special Projects served this role. OPM's primary activities included:

- Supporting Transportation in planning the athlete, media, Olympic Family and sponsor transportation systems
- Operating the athlete transportation system during the Games
- Developing, staffing and operating the MOC in the period leading up to and through the Games
- Integration at the command level of local and federal law enforcement with SLOC's operational plans
- Designing and executing of operational tabletops, simulations and a Games-wide rehearsal
- Building and maintaining SLOC's Executive Roadmap identifying the 100 most important activities in a one-page executive project plan

PLANNING •

SLOC formed the Planning function in August 1998. In October 1998, SLOC hired its planning director and planning scheduler. Six months later, SLOC hired two additional planning schedulers. The Planning staff was reduced to one director and two schedulers in October 1999. Planning charted SLOC's development prior to the creation of OPM and Special Projects in January 2001.

Until 2001, SLOC's planning program focused on producing user-friendly charts and software that enabled each function to understand its responsibilities and workload to complete its deliverables. Planning kept SLOC senior management informed on how each function was progressing, and

how the organizing committee as a whole was performing. Planning also identified gaps and overlaps of responsibilities and duties among functions and resolved contingency issues. With one year out until the Games, SLOC transitioned from a broad-based planning mode to address organizational-wide issues under the direction of the OPM and Special Projects function.

Between 1998 and January 2001, Planning produced more than 55 schedules for 38 functions and primary vendors. To assist SLOC in organizing and completing the 37,000 individual tasks necessary to stage the Games, Planning relied on the Primavera software program, P3, which had been used for the Sydney 2000 Games. SLOC selected the program because of its ability to handle large amounts of information while remaining flexible in its organizational abilities.

Before SLOC functions could initiate their project plans, Planning created the Work Breakdown Structure (WBS). Under this program, WBS codes identified elements that needed to be completed, including the development of SLOC's initial budget from January 1998 to May 1998. WBS was mainly a template that illustrated a breakdown of work for each function in a consistent format, which clearly outlined all required deliverables. Deadlines were broken down into three categories: task, activity and project. Planning defined a task as an action item, an activity as a series of related tasks and a project as a series of linked activities or a scope of work to be performed within a specific time frame.

After producing the WBS, Planning collaborated with Accounting and organized a budget code system. Specific budget codes tied into each project, activity and task. This system clearly tracked and reported expenses within each function's budget.

In September 1998, Planning developed the Critical Path Milestones (CPM), a detailed work plan that showed each function's deliverables, time frame and working relationships. The CPM determined SLOC's progress and whether it was behind, ahead or financially on target. CPM described the work breakdown structure, including tasks, start and end dates and function interfaces. Additionally, this function was crucial in SLOC's presentations to the IOC Coordination Commission. At the annual meetings, SLOC presented the IOC with a detailed planning summary to ensure that Games preparations continued on schedule, met the IOC's high standards for excellence and fell within the scope of SLOC's operating budget.

The program manager for CPM met with each function director for a minimum of 1.5 hours and an average of five work sessions between September 1998 and June 1999. On average, each function's CPM took four weeks to develop. Since Planning staffed only four managers on this project, this deliverable remained in development from October 1998 until June 1999.

The CPM was an organized and disciplined tool, but SLOC's staff didn't readily subscribe to it. In order to simplify the process, SLOC's director of Planning aimed to accomplish approximately 90 percent of the development work on behalf of the function.

**OPERATIONS PLANNING AND
MANAGEMENT AND SPECIAL
PROJECTS •**

As the Games approached, senior management realized that several key project areas needed support, including transportation and the development and coordination of the venue team concept. The OPM and Special Projects function was created to provide this support. In February 2001, SLOC hired a managing director for Operations Planning and Management. The position reported directly to the COO.

SLOC structured the OPM department to be team-oriented, with significant overlap in tasks and responsibilities. OPM was established as an internal consulting entity to address critical tasks as

the Games approached and consequently, its structure imitated that of a consulting team. Each team member was responsible for certain elements of OPM's areas of focus.



Figure skater Sarah Hughes of the United States of America focuses at the Salt Lake Ice Center, far left. Center: Banners decorate downtown Salt Lake City. A volunteer celebrates at the Closing Ceremony with short track speed skater Apolo Anton Ohmo of the United States of America, near left.

OPM's deliverables included producing Executive Road Maps, venue and function tabletops, simulations of Games-wide rehearsals and developing Games-wide contingency plans. OPM also developed command center exercises (CCEs), customer experience reviews, transportation planning, the MOC operations plan, the build-out of and staffing of the MOC venue, management of MOC operations as well as the redesign, management and operation of the athlete transportation system.

Starting in 2001, SLOC formed the Event Operations Planning Group (EOPG), which conducted meetings that comprised representatives from each of SLOC's functions. The forum met for 1.5-hour work sessions once a month for a year. Between 50 and 60 people (sometimes functions sent more than one representative) attended the EOPG meetings at SLOC headquarters.

The EOPG meetings were designed to build the operations plan of each function and detail how each one would integrate with other functions and external agencies as SLOC approached Games-time. Each function was required to submit to the EOPG an operational plan that included an executive summary, scope documents, detail of activities and tasks performed. The EOPG meetings gave each function an idea of what was needed to efficiently perform its job, from organizational charts, chairs and tables to telephones and technology.

To save time and avoid confusion, functions prepared much of the work prior to the EOPG meetings. Many functions sent out a list of activities that would need to be addressed during the meetings. For Accreditation, for example, these activities were developing the hardware and software to produce the accreditation pictures and credentials, obtaining the equipment from a sponsor and working out any marketing conflicts and providing accreditation location and real estate. These issues would be raised with the necessary functions and addressed prior to the EOPG meeting so that solutions could be developed prior to Accreditation's presentation.

The EOPG meetings allowed function managers to clearly understand their colleagues' Games-time activities, allowing them to move toward Games-time operations with an understanding of their responsibilities and how their work related with others. Test events played a crucial role in establishing interfunction communication and were key to SLOC's planning process. The EOPG meetings marked the end of the generic planning stage and beginning of the policy and procedure stage.

In August 2001, OPM organized exercises with the executives of SLOC, UOPSC and Utah Department of Transportation (UDOT) to coordinate operations at the command level. This integration developed joint policies, procedures and contingency plans that were validated through

a series of tabletops and simulation exercises. The command center exercises consisted of four tabletops (with three to four scenarios in each) beginning in August 2001 and continued through December 2001. The project culminated with a large simulation on 9 January 2002 that involved more than 800 participants, including a fully staffed MOC.

SLOC invited outside professionals to lend their expertise by reviewing and assessing functions. For example, Finance invited a local banker, the COO of the USOC and the CEO of the American Athletic Foundation to meet with four representatives from the function. The group gathered for four hours and discussed and reviewed Finance's program.

These assessments helped SLOC identify weaknesses and make the proper adjustments and improvements among the functions. The review resulted in reports on each function that SLOC's COO and senior management studied to make requisite changes.

Beginning in March 2001, the function developed a planning and progress-tracking tool—the Executive Road Map—for senior management. This one-page report identified the top 100 Games-wide activities, percent completion and ownership, providing senior management with an efficient method to track SLOC's progress. The Executive Road Map was reviewed in the weekly COO meetings with function senior management.

Between June and July 2001, OPM designed and conducted a two-part series of tabletops, a series of "what if" scenarios, for all competition venues and critical noncompetition venues and functions. Each tabletop simulation entailed a two-hour discussion of three to five scenarios with the management team of the venue and represented functions (usually 25 participants). OPM facilitated 48 tabletop simulations. For future OCOGs, operational simulations serve as a key method to gauge Games-time readiness and to ensure that functions can communicate to solve theater-wide issues.

Customer-experience focus groups, also conducted in August 2001, highlighted Games-wide issues with key constituents, including Team 2002, spectators, press, broadcasters, athletes, team officials and Olympic Family members. These reviews ensured that each function in the organization was prepared to deliver exceptional service and address any shortcomings. The meetings also provided invaluable feedback for addressing critical shortcomings in the transportation plan.



Sweden plays Canada in the curling semifinals at The Ice Sheet at Ogden, far left. Center: The short track men's 1000 m medalists receive their medals at the Salt Lake Ice Center. An athlete competes in biathlon pursuit at Soldier Hollow, near left.

Beginning in November 2001 and continuing through January 2002, OPM designed and managed a daylong simulation for all competition venues, critical noncompetition venues and Transportation. The entire venue team participated in its respective simulation (approximately 60 to 100 people per simulation), which consisted of several hundred scenarios delivered and resolved on-site at the venue using Games-time communication equipment. At each simulation, group debriefings

at the conclusion of the morning and afternoon sessions were an opportunity to identify problems and develop an action list for the team. OPM managed a team of approximately 25 employees in the design and administration of 21 simulations.

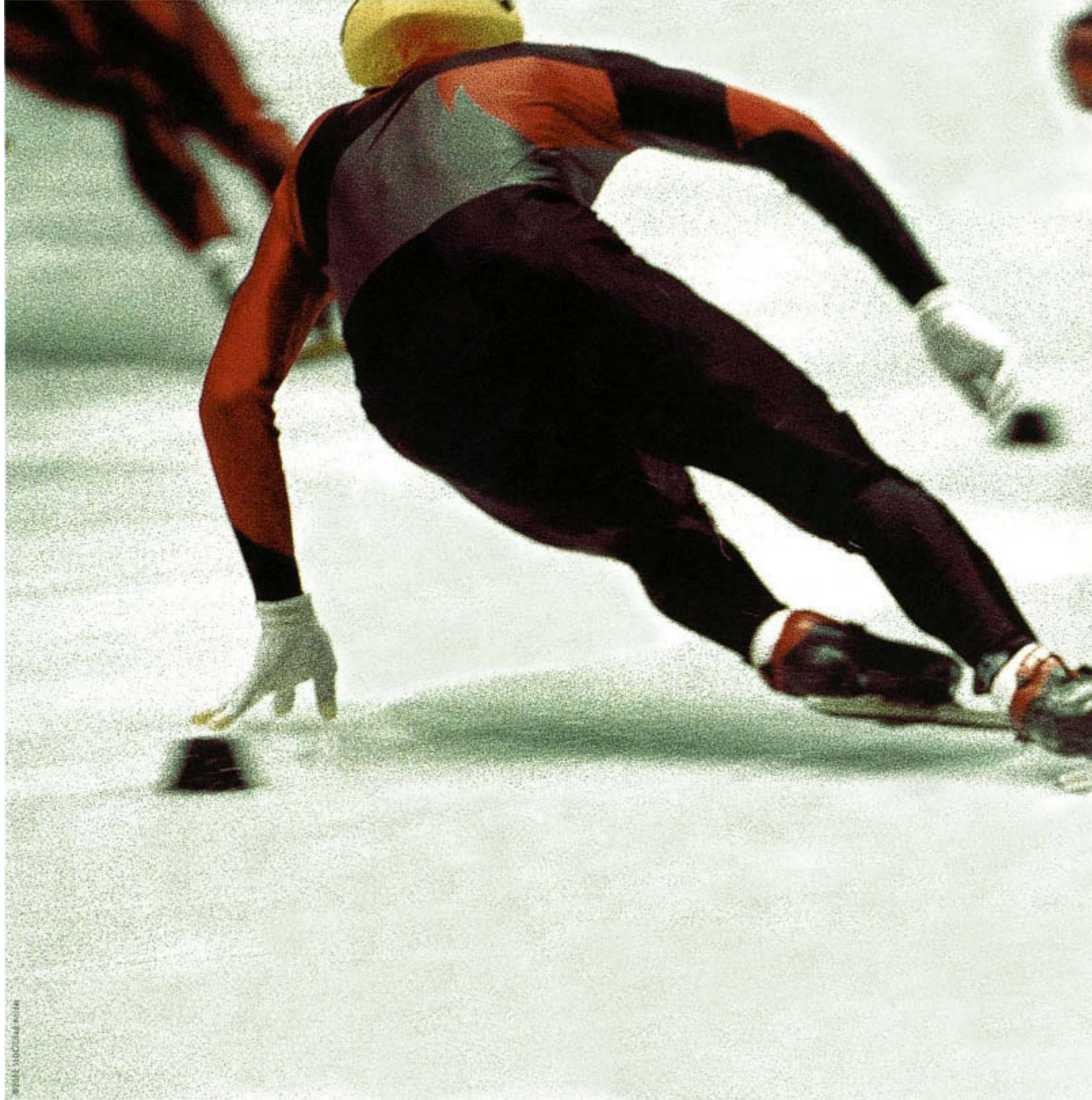
During this period, transportation planning remained a central focus of the OPM function. Its managing director addressed key challenges, including the walk from mag & bag to the competition area at UOP, sponsor access to Park City Main Street and hospitality areas, design of "As" officials' transportation system and redesign of the athlete and media transportation systems, including the athlete and officials' shuttle drop at Snowbasin Ski Area.

Between September and November 2001, OPM built a dynamic transportation demand forecasting application that accurately modeled demand, monitored each system during operations and provided early-warning indicators for future problems. SLOC's successful Games-time transportation program was largely due to OPM's detailed reevaluation of the existing transportation system and their insights that lead to key modifications.

The MOC operations plan was finalized by November 2001. The document included all policies and procedures, Games-wide contingency plans, issue tracing and resolution procedures and formal venue and function reporting requirements.

On 7 December 2001, OPM administered a Games-wide rehearsal with approximately 250 participants. The rehearsal enabled SLOC's executives, function managers and venue management to practice Games contingencies through approximately 650 problem and crisis scenarios. As a result of the participant debriefings following the rehearsal, OPM constructed a list of approximately 100 action items, which senior management evaluated until solutions were drafted.

During the Games, OPM was accountable to the COO for managing the day-to-day operations of the MOC. Just before the Games began, the function was asked to operate the athlete transportation system it had planned. Additionally, OPM worked with an independent research firm to interview spectators, athletes and media members to gauge their satisfaction with transportation, security and Look of the Games, as well as their overall experience. Due to the overall success and spirit of the Games, these reviews provided positive feedback for SLOC's programs.





Short Track Speed Skating

S A L T L A K E I C E C E N T E R

MAIN OPERATIONS CENTER

FUNCTION AT A GLANCE

DATES

- Formed: 1 January 2001 (planning); 15 November 2001 (implementation) • Ended: 18 March 2002
-

REPORTED TO

- Matt Lehman, managing director, Operations Planning and Management
-

PROGRAM DELIVERABLES

- Developed SLOC's Command, Control and Communications capabilities (C3) for the Salt Lake 2002 Olympic Winter Games
 - Designed the Main Operations Center (MOC)
 - Operated the MOC as the executive command post for senior management to facilitate crisis management during the Games
-

BUDGET

- Total: \$335,000 • Cash: \$135,000 • VIK: \$200,000
-

STAFF

- David Cummins, director, Special Projects • Nic Martin, manager, Special Projects
 - Bob Kenniston, Bechtel consultant • Lane Critchfield, director, Financial Services • Alan Shaw, staffing consultant
-

GAMES-TIME STAFFING:

- Paid staff: 110
-

KEY CHALLENGES

- Building an entire venue—with facilities, database systems and a trained staff of 110 people—in five months
 - Developing credibility and trust with external entities and being able to fully integrate operational responses
 - Enabling all venues and functions to understand and work with the MOC
-

KEY MILESTONES

- April 2001: Developed concept of operations
- 25 May 2001: Senior management approved MOC concept
- June and July 2001: Simulations and testing with the MOCs operations plan
- December 2001: Final Games rehearsal project using complete venue teams
- February 2002: MOC received reports from 40 functional areas across 20 venues, holding more than 60 daily meetings during the Games.



M A I N O P E R A T I O N S C E N T E R

The Main Operations Center (MOC) was designed, planned and operated by SLOC's Operations and Planning function under the Special Projects program. The MOC operated as SLOC's Games-wide coordination center and provided problem resolution support and communication resources for all venues, SLOC functions and external agencies such as UOPSC and UDOT during the Games. The MOC was senior management's Games-time decision-making forum and was an integral component of SLOC's successful Games-time operations plan.

The facility operated out of a secure venue at SLOC Headquarters in downtown Salt Lake City. SLOC's most critical Games-time functions, specifically Media Relations, Transportation, Public Information, Event Services, Human Resources, Weather, Sport and Event Management and Public Safety, were located in the MOC. The close proximity of these functions that served a direct operational role was extremely valuable, and helped resolve issues expeditiously and avoided potential problems.

The special projects group, which was created in January 2001, drafted the following mission statement: "Special Projects will help Olympic and Paralympic constituents successfully carry out their activities, largely by facilitating the flow of information within SLOC and between the key external entities with which SLOC interfaces."

In January 2001, SLOC hired its special projects manager to design and coordinate the plan for the MOC. This position reported directly to SLOC's managing director of Operations Planning and Management, who oversaw special projects and operated under SLOC's president and CEO.

The MOC's first task in early 2001 was to educate functions as well as SLOC's external partners on how the command post would interface with the disparate elements involved in Games-time operations. For issues that could not be handled at the venue level, the MOC served as the decision-making body.

One of the Special Projects' primary goals was to develop and operate the MOC in a cost-efficient manner and to use VIK whenever possible. Special Projects focused on developing the MOC with simplicity and minimal costs. In this effort, Special Projects located the venue within SLOC Headquarters in downtown Salt Lake City, a decision that saved on securing additional office space and materials costs. The work environment within the MOC was not overly complex and

included the minimum number of televisions, workstations, faxes and copiers necessary to run the facility. To monitor all the venues and areas around Salt Lake City, the staff in the MOC used roadway and security camera feeds, info2002 terminals, CATV and Internet access. The most significant expenditure in developing and operating the MOC was personnel, training and staffing.

SLOC did not operate a MOC during the 2000-01 test-event season, which resulted in a missed opportunity for the organizing committee to test its command post in an event environment. The test events would have been a perfect juncture to establish the MOC and educate the rest of the organization on its operational role as the integral communications hub that would resolve problems and contingencies that could arise during the Games. Functions needed to learn that the MOC would bring together each managing director and key external agency representative to serve as SLOC's crisis-management team. In operating the MOC, Special Projects aimed to educate the organization and clarify its procedures that were critical to the success of the Games.

In February 2001, senior management began focusing on integrating SLOC's functions into venue teams. As a key component of this program, the MOC established a unified command structure that would be the executive management center for SLOC during the Games. Function senior managers and staff worked out of the MOC and received reports from the venues when problems arose.

Pre-Games simulations played an integral role in the MOC's development. In June and July 2001, function managers and members of external organizations conducted tabletop simulations. These discussions involved brainstorming sessions—usually with six to 10 function managers in a conference room—that identified potential contingencies that could arise during the Games. Issues ranging from weather-related competition delays to a serious terrorist threat were addressed. All of SLOC's functions that held an operational responsibility participated in these sessions.



The Main Operations Center served as SLOC's Games-wide coordination center, created to address and resolve any issues. Operations at the venues and surrounding areas including Soldier Hollow (far left), Utah Olympic Park (center) and downtown Salt Lake City (near left) were nearly flawless.

By August and September 2001, the second phase of the MOC testing program progressed by incorporating venue-specific simulations. SLOC relocated the functions to their Games-time locations and used radios and telephones to walk through problem scenarios. Throughout this period, SLOC's senior management participated in the venue simulations and validated the MOC operations plan.

A series of exercises was developed to train the MOC team and to test and refine MOC operating plans in October 2001. Venue simulations instructed the myriad venue teams on what issues were worthy of escalating to the MOC and what communication paths would be followed. For example, if a competition session was canceled due to weather, SLOC functions, from Sport to Ticketing, along with the IOC, would work together in the MOC to develop and execute a coordinated solution that rescheduled the event and provided information to the public.

In December 2001, a Games-wide rehearsal provided an opportunity for functions and venues to integrate operationally with the MOC in advance of the Games. Simulated problems and MOC exercises trained external entities, including UDOT and UOPSC, on efficient communications and how and when to contact the MOC.

The MOC commenced Games-time operation on 29 November 2001, four days prior to the start of the Olympic Torch Relay. With the opening of the Village on 25 January 2002, the function initiated its full-scale Games operations plan, staffing the command post on a 24-hour basis with all responsible functions and agencies involved.

The MOC's primary deliverables during the Salt Lake 2002 Games were communication and coordination. For daily activity, the MOC worked extensively with UDOT, UOPSC and the responsible state, local and federal agencies that managed security operations. Any issues that could not be handled at the venues were routed to the MOC for senior management review. In the event of a serious security threat, SLOC's vice president of federal relations would be the central manager for major contingencies such as a terrorist attack.

On a community level, the MOC worked with Olympic coordinators from the Salt Lake City and Park City municipal governments to ensure that city officials were involved to provide problem-resolution support on a local level.

During the Games, the MOC received reports from 20 venues and 40 functional areas that documented the venue operations. On average, each function conducted two daily updates with the MOC throughout the competition schedule, which produced a large volume of telephone traffic. In an attempt to mitigate this communications crunch, only large-scale issues that required an executive perspective, such as impacts to public safety, transportation and the competition schedule, were routed to the MOC

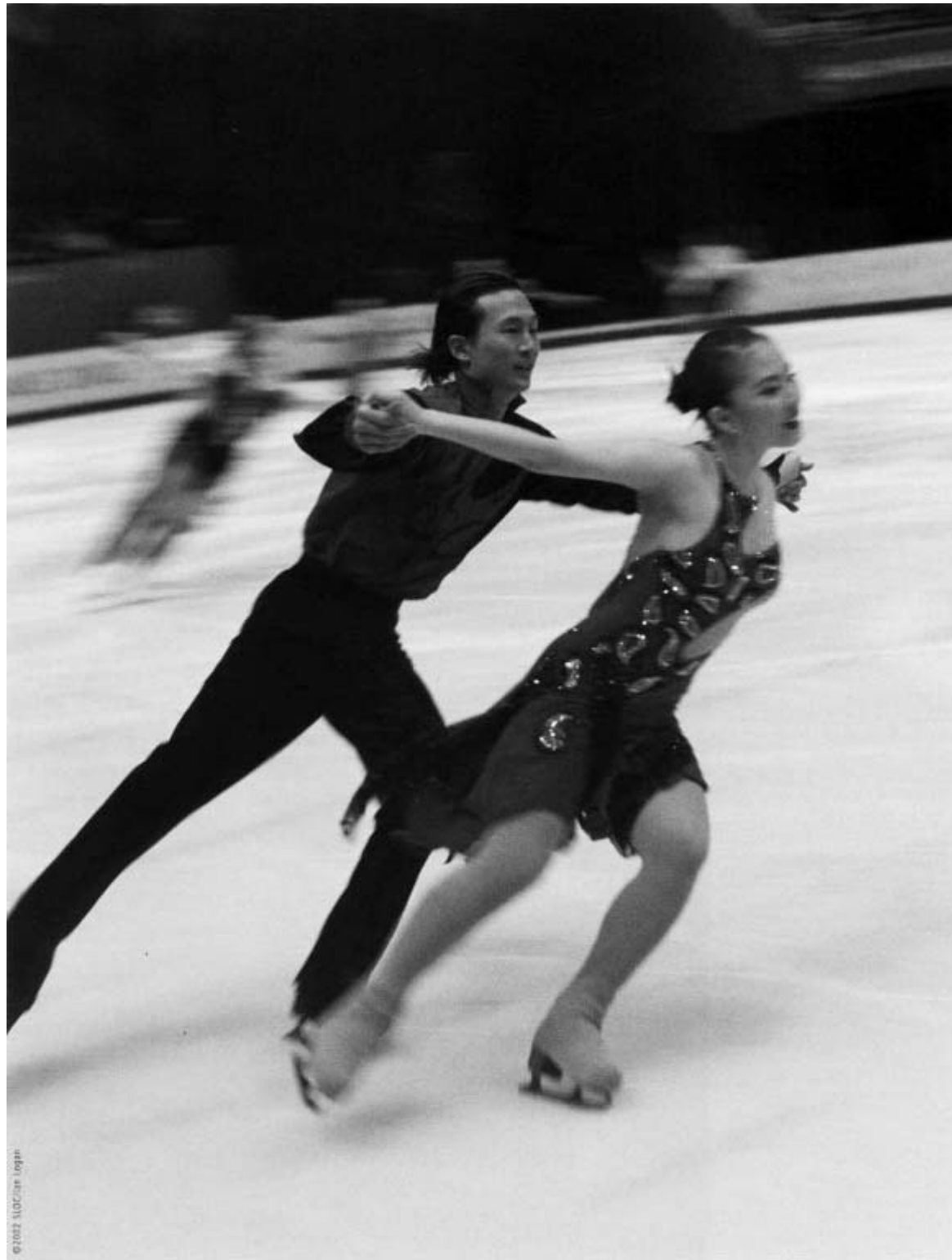
Special Projects facilitated communication by publishing The MOC Daily, a primary source of information produced each day from 26 January through 17 March. The MOC Daily comprised four sections: Notable Activities, Issues, Statistics and Weather. The MOC Director edited all four sections before converting each section into a PDF format and then assembling the document into a single PDF file. After a final overall edit by the MOC Director and MOC Executive, The MOC Daily was e-mailed to a predetermined list of people encompassing SLOC's senior management, general managers, function directors and key external entity representatives.

Additionally, SLOC improved Games-time communications with a strong venue-reporting structure and a comprehensive meeting schedule. The command post operated 24 hours a day, seven days a week, with a 50 person staff. The MOC was broken down into shifts of 25 employees, with a paired-down workforce operating during overnight operations. The staffing schedule paralleled the competition program, which started with the morning manager meeting at 06:00, and continuing through 24:00 with the closing of Olympic Medals Plaza. An overnight skeleton staff monitored public safety, transportation and other high-level issues prior to the next day's competition schedule.

Throughout the Games, the MOC maintained an intense series of meetings, holding more than 60 official gatherings on each competition day. The morning managers meeting consolidated the overnight report that covered transportation and public safety issues, and handled unresolved issues from the previous competition day. The MOC compiled this information into the MOC management meeting agenda, which senior management discussed during the 07:30 executive committee meeting.

At 07:30, SLOC's managing director of sport attended the Chefs de Mission meeting at the Olympic Village. By 17:00, the CEO and COO had attended the Coordination Commission meeting with the IOC Executive Board. Daily press conferences were held at 10:00 at the MMC. Following the press conference, the MOC hosted ancillary meetings with a range of organizations including the broadcast commission, the marketing commission and law enforcement.

As each competition day progressed, ad hoc meetings with the Sport Competition Schedule Commission were conducted within the MOC when competition was delayed, postponed or canceled. After each venue closed following the day's event, general managers and function directors submitted reports to the MOC for consolidation and analysis.



Tae-Hwa Yang and Chuen-Gun Lee, Korea, Ice Dancing

S A L T L A K E I C E C E N T E R

Irina Slutskaya, Russian Federation, Figure Skating

S A L T L A K E I C E C E N T E R





T R A N S P O R T A T I O N

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: May 1997 • Ended: May 2002
-

R E P O R T E D T O

Fraser Bullock, chief operating officer

B U D G E T

- Total:\$32 million Cash: \$17.4 million VIK: \$14.6 million
-

S T A F F

Thomas J. Halleran, managing director, Operations

Michael Huerta, managing director, Public Information

Matthew F. Lehman, managing director, Planning

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 47 • December 2001: 122

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 1478 • Volunteers: 3066
-

K E Y C H A L L E N G E S

- Designing and operating efficient transportation systems for many diverse customer groups, including approximately 12,000 media, 5000 athletes/officials, 3000 Olympic Family, 20,000 sponsors and 1.4 million spectators • Recruiting sufficient number of buses, drivers and mechanics needed for Games-time transportation • Obtaining adequate parking space for all user groups
-

K E Y M I L E S T O N E S

- Obtaining outstanding support from federal,state and local agencies for planning and other resources
 - Developing the most complete and efficient transportation system ever designed for the Games
-

K E Y S T A T I S T I C S *

- Use of 455 passenger/cargo vans for transporting athletes, 90 passenger vans and 350 recliner coach buses for transporting media, a total of 660 (430 for T1, T2 customers and 230 for T3 customers) vans, sedans and sport utility vehicles for transporting Olympic Family, 143 buses for transporting sponsors and 1063 buses borrowed from U.S. transit agencies and from 47 cities in the United States for transporting spectators

*Note: The competition schedule, number of Village sites, number of competition and training sites and distances to be traveled will materially affect the number of vehicles needed during Games-time and will vary widely from Host City to Host City.



T R A N S P O R T A T I O N

The mission of the Transportation function was to ensure the safe, efficient, environmentally sensitive and on-time movement of athletes, media, officials, sponsors, invited guests, staff, volunteers and spectators for the Salt Lake 2002 Olympic Winter Games. Proactive management within SLOC's Main Operations Center contributed to Transportation's overall success during the Games. This included working up travel profiles of riders, such as athletes and media; a comprehensive understanding of Games-time travel demands, such as the number of drivers and vehicles needed and investing in superb training programs.

Transportation consisted of SLOC staff and volunteers, as well as loaned employees from the Utah Department of Transportation (UDOT), the Utah Transit Authority (UTA) and the Wasatch Front Regional Council (WFRC). The Transportation function was established in June 1997 and grew to approximately 90 full-time planners, managers and supervisory personnel by December 2001.

R E S P O N S I B I L I T I E S •

Using a custom analytical tool designed to evaluate the impact of inclement weather, competition schedule changes and unforeseen changes to key variables was one of the keys to Transportation's success during the Games.

Transportation served as a centralized supplier to all SLOC functional areas for their transportation needs. The function planned and operated comprehensive transportation services for athletes (athletes, team officials, IF representatives), media (press and broadcasters), Olympic Family members, sponsors, spectators, staff and volunteers.

Transportation developed traffic management plans designed to help guide infrastructure improvements, public-planning efforts, federal/state requests for funding and the containment of traffic during the Games.

The function's Transportation Demand Management (TDM) programs were designed to inform the public on how to efficiently use transportation services to enjoy Olympic festivities and avoid traffic congestion associated with the Olympic Winter Games.

Transportation ran a smoothly working operation at each of the 10 competition, three practice and seven major noncompetition venues, ensuring each customer group had efficient transportation service, sufficient parking, safe and convenient load zones and a small venue motorpool to address contingency conditions. The function made sure it had a mix of vehicle types (e.g., coaches, sport utility vehicles, sedans, 15-passenger vans and cargo vans) to support the various needs of Olympic customers.



Spectators drove to Park and Ride or Park and Walk lots (center) to catch shuttle buses to Games venues. Many buses and light rail vehicles were borrowed from other states (far left and near left).

PLANNING •

In August 1997, Transportation began working with federal, state and local agencies as well as community and business stakeholders to begin planning for Intelligent Transportation Systems, bus and rail transit, Park and Ride lots, TDM and traffic. SLOC met with these partners as the Olympic Transportation Working Group (OTWG). Between 1997 and 2001, the group met monthly with the exception of one month during the Nagano 1998 Games and one month during the Sydney 2000 Games; OTWG members participated in those Games' observation programs.

In August 1998, Transportation began to coordinate its planning with Utah Olympic Public Safety Command (UOPSC), a consortium of state, federal and local law enforcement agencies, to develop action and communication policies regarding transportation security incidents, routes for athlete system vehicles and overall security management for the athlete system. UOPSC was an integral part of the OTWG.

The Olympic Transportation Public Group (OTPG) was established in February 1999 and chaired by the executive director of UDOT. Other members included the president and CEO of SLOC, the mayors of Salt Lake City and Park City, the chairmen of WFRC and Mountainlands Association of Governments, the general manager of the UTA and the Olympic liaison from USDOT. The purpose of the OTPG was to provide policy direction for Olympic transportation planning.

In August 1999, SLOC issued the Olympic Transportation Concept Plan for review and approval by the OTPG. The concept plan was a work in progress designed to address the basic elements of transportation for all users groups during the Olympic Winter Games. The Concept Plan also included an initial outline for the Paralympic transportation plan.

The Concept Plan was updated and expanded to become the Draft Olympic Transportation Plan issued in August 2000. This plan was distributed to all public stakeholders (UDOT, UTA, WFRC and the venue communities) and also served as the basis for a series of public information meetings held in each venue community in fall 2000. Comments and recommendations from these meetings were incorporated into the Olympic Transportation Plan, which was issued in March 2001. The final elements of the transportation plan were the Venue Transportation Operations Plans issued in October 2001. These comprehensive, venue-based plans included detailed elements for all trans-

portation systems originating or terminating at the venues, as well as traffic management and parking management plans.

The Olympic Transportation Plan also detailed SLOC's development of a comprehensive downtown transportation plan and the first Olympic air-quality plan, complete with recommendations for an environmentally sensitive and energy-efficient transportation system with a goal of zero net emissions during the Games.

Three important processes supported the transportation planning process: 1) Computer simulations for venue transportation planning, 2) Computer modeling and simulations for roads, highways, background traffic and spectator traffic and 3) TDM.

The computer simulations for venue transportation, roads and highways began in depth in February 2000 and were continuously updated through August 2001. TDM, which had the goal of reducing background traffic by 20 percent, was initiated in July 2001 with most public messaging occurring between October 2001 through February 2002. The TDM program made full use of radio, television, telephone, websites and specific print media messaging. The TDM program achieved approximately a 20 percent reduction in background traffic during the 2002 Games. It also assured the free flow of traffic for all Olympic transportation systems.

**T R A N S P O R T A T I O N
I N F R A S T R U C T U R E
A N D O P E R A T I O N S •**

UDOT began efforts to secure federal, state and local funding for Olympic-related transportation improvements in 1995, shortly after Salt Lake City was awarded the Games. Working with UTA and the WFRC, a number of Olympic specific and non-Olympic support projects were identified as beneficial for staging the Games. Eventually, 10 Olympic-specific roads and highway projects were identified and constructed, and four non-Olympic regional transportation projects were constructed to prepare for the Games.

In spring and summer 1998, SLOC became fully engaged in the process of seeking and securing federal funding. In addition to refining the scope and estimates for the 10 Olympic roads and highways projects, a number of other projects (Park and Ride lots, bus loading zones and bus maintenance facilities) as well as spectator system operation needs were identified and cost estimates were developed.

The four non-Olympic regional transportation projects included Interstate 15 reconstruction completed in May 2001, north/south light rail transit, completed in December 1999, the University of Utah light rail transit, completed in November 2001 and the Interstate 80 reconstruction project completed in October 1999. Funding for these projects was secured through traditional federal and state processes not specifically related to the Games.

The spectator system operations included three key elements: (1) the valley venue systems, including downtown Salt Lake City, (2) the mountain venue systems and (3) the Mountain Venue Express, a special bus service connecting the valley to the mountain venues. Operation of these systems included the operations and maintenance of 62 light rail vehicles, a fleet of 1120 buses and 35 Park and Ride lots (approximately 59,000 parking stalls).

By the end of September 2001, all roads and highway projects had been completed. By the end of October, the final transportation operations plan was completed, allowing Transportation to focus on the transfer to the Games-time operations phase and the Venue Transportation Operations Plan, which used the venue capacity and planning model to project and plan for daily demand at each venue. Demands included ingress/egress, equipment needs, load and unload areas, pedestrian traffic strategies and land acquisition for identified parking areas.

ATHLETES AND TEAM OFFICIALS

Responsiveness to the needs of athletes and financial concerns drove the function's decisions in providing transportation to athletes and team officials.

During the Games, SLOC used a fleet of 450, 15-passenger vans, 30 cargo vans and 50 recliner coach buses to transport approximately 5000 athletes and NOC officials residing at the Olympic Village and Soldier Hollow Alternate Housing sites.

The Olympic Village Transportation Plaza—the central hub for the dispatch of Athlete System vehicles—was located at the southern end of the Olympic Village, adjacent to Douglas Dining Hall. Scheduled transportation service began on 29 January 2002 and served all active competition venues, active training venues, SHAH sites, downtown Salt Lake City (including Salt Lake Olympic Square) and downtown Park City. Dedicated vehicles were provided between 29 January and 24 February for curling and ice hockey training and competition. A separate, scheduled service was provided for spectating athletes and team officials in accordance with the requirements of the competition schedule.

Extensive load zone signage was posted and vehicle loaders available to ensure that all Games participants boarded the correct vehicles and to answer questions from participants. Supervisors made certain that dispatch occurred without incident, and Athlete Transportation System managers oversaw the entire operation.

Although the primary means of getting around in the Olympic Village was on foot, an internal shuttle system provided service to points within the Olympic Village, including the Residential Zone, the Douglas Dining Hall and the Polyclinic. The Olympic Village shuttle system operated on a graduated schedule, with service increasing as more residents arrived. Peak service frequency was 10 minutes.

MEDIA

The main task of the Media Transportation System was to transport 11,500 accredited broadcasters, journalists and photographers to and from their accommodation sites, the MMC, training and competition sites, downtown and the airport. A fleet of 350 recliner coach buses and 90, 15-passenger vans were utilized for this service. When members of the media arrived at Salt Lake City International Airport, they received transportation to their accommodation sites. Subsequently, they used three primary transportation networks, including shuttles between the MMC and accommodation sites, between the MMC and 10 competition and three key noncompetition venues and a shuttle providing direct service from 17 media accommodations to 10 venues.

Service from accommodations to the MMC operated 24 hours a day every 30 minutes. Where possible, direct accommodations to venue and intervenue shuttles were operated. The Media Transportation System began operating 11 days before the Games and ended two days after the Closing Ceremony.

OLYMPIC FAMILY

The Olympic Family Transportation System provided services to guests based in the Olympic Family Hotel in downtown Salt Lake City. T1 (dedicated car and driver) and T2 (shared car and driver) customers were provided with a dedicated vehicle and driver, while T3 (car for hire /taxi) customers were provided on-demand service, preferably by scheduling transportation 24 hours in advance. While the center of operations was the Olympic Family Hotel, and many of the trips originated there, Olympic Family members could use the transportation to/from anywhere within the Olympic transportation system. The T1 and T2 systems used approximately 430 vans, sedans and sport utility vehicles. The T3 system used approximately 230 vans, sedans and sport utility vehicles. An

additional 25 charter-type buses were also available for special needs such as Opening and Closing Ceremonies. During the Games, Transportation provided 40,000 trips and drove 1,206,750 kilometers (750,000 miles) for the Olympic Family.



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©2002 SLOC/Bevern Frischling

A fleet of 1448 buses transported spectators to Games venues (far left). A light rail station on Main Street in downtown Salt Lake City (center). The Salt Lake International Airport welcomed athletes, officials and spectators (near left).

S P O N S O R S

The Olympic Sponsor Transportation System was unique in that it was not managed directly by SLOC staff. Instead, SLOC organized a system whereby sponsors would, through their destination-management companies, rent vehicles according to their transportation needs. Sponsors generally rented buses, which SLOC arranged with local bus companies, for \$1400 per day with one driver or \$2400 a day with two drivers. Two drivers allowed buses to be used 24 hours a day, whereas one driver was able to operate a bus for 12 hours a day. Along with the buses, sponsors were provided dedicated parking at venues and could access major attractions through allocated parking permits.

S P E C T A T O R S

The Spectator Transportation System was separated into three connected but largely independent subsystems: 1) Salt Lake Valley Olympic Spectator Transportation 2) Mountain Venue Transportation System and 3) Mountain Venue Express. The Salt Lake Valley Olympic Spectator System was operated primarily by the UTA. The Mountain Venue System, which included The Ice Sheet at Ogden and The Peaks Ice Arena, was operated by SLOC. Mountain Venue Express was operated by SLOC. UDOT provided critical support to all three systems through traffic management, operation of the Transportation Operation Center and maintenance of roads, highways and park and ride lots. The spectator system operated from four days before Opening Ceremony through Closing Ceremony.

Overall, the three systems used 62 light rail vehicles (29 of which were borrowed), 96 light rail operators and mechanics, 328 UTA buses, 1120 borrowed and leased buses, 1168 bus drivers and mechanics, four bus maintenance facilities and 35 Park and Ride lots.

Services were free for ticket holders and accredited athletes and officials. Schedules were based on competition times, with a higher concentration of buses placed for venue outbound transportation at the conclusion of events.

The Mountain Venue system consisted of 687 borrowed transit and leased charter-type buses.

The Mountain Venue Express was a long-haul bus service that transported patrons from downtown Salt Lake City, Provo or Ogden to a specific mountain venue. Round-trip tickets cost \$5

per person and needed to be reserved in advance. Service times followed the competition schedule. A total of 105 charter-type buses were used for this system.

Spectators who rented cars or drove personal vehicles to venues could park only in designated Park and Ride or Park and Walk lots. Shuttles then took spectators from these lots to the venues. SLOC promoted carpooling as a great way to travel with family and friends that saved time, money and precious environmental resources.

P A R K I N G P E R M I T S Y S T E M

All official vehicles of the Olympic Winter Games required a special designation, granting right of entry into and parking in Games-controlled parking lots (or access to curbside loading zones) at competition and noncompetition venues. The development of an effective Vehicle Permit Program incorporated three features: visibility, security and functionality.

Visibility entailed the ability of Transportation staff to quickly and easily distinguish all official Games vehicles from general spectator or background traffic.

Security considerations were a factor in assuring that parking permits incorporated anti-counterfeiting features and limited the access of official motorpool vehicles to certain venues. While a limited number of system-wide permits were issued to select official motorpool vehicles, most vehicles were limited to certain venue areas. By contrast, most recliner coach buses were granted system-wide access because of the high-profile groups these buses transported (media, Olympic Family, sponsors) typically required access to all venues.

Functionality was the key factor in catering to a wide variety of groups that required official parking at vastly different levels of service.



Speed Skating

U T A H O L Y M P I C O V A L





Ice Hockey

E C E N T E R

V E N U E D E V E L O P M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 6 September 1996 • Ended: 28 June 2002
-

R E P O R T E D T O

Grant Thomas, vice president, Venues, Transportation and Environment

P R O G R A M D E L I V E R A B L E S :

- Designed and Constructed Seven Permanent Venues

V E N U E S 1 0 0 P E R C E N T D E S I G N E D A N D B U I L T B Y S L O C

- Utah Olympic Park • Utah Olympic Oval • Soldier Hollow

V E N U E S D E S I G N E D A N D B U I L T B Y O T H E R S W I T H S L O C I N V O L V E M E N T

- Rice-Eccles Olympic Stadium • Olympic Village • E Center • The Peaks Ice Arena

D E S I G N E D A N D C O N S T R U C T E D 2 0 T E M P O R A R Y V E N U E S (O V E R L A Y S)

- Five snow venues • Five ice venues • Three practice venues • Seven major noncompetition venues
- Park and Ride layouts and commodities

V E N U E D E V E L O P M E N T S C O P E

- Designed and constructed venues • Procured and managed contractors, vendors, temporary facilities, consultants • Construction management for all venues • Site management/facility operations for all venues • Designed, procured and installed signage for venues, Park and Rides lots, circulation areas • Drafted and negotiated final venue use agreements • Designed, procured and installed technical infrastructure (power, lighting, video boards, sound systems)
-

B U D G E T

- Total: \$284 million • Cash: \$200 million • VIK: \$84 million
-

S T A F F

Jerry Anderson, managing director

G A M E S - T I M E

- Staff/consultants: 91 • Paid staff: 91 • Volunteers: 0

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 45 • December 2001: 82
-

K E Y C H A L L E N G E S :

- Developing world-class competition facilities on very limited budgets • Achieving goals for spectators and constituent capacities on highly restricted sites • Seamless integration of designs with transportation and operations to create highly functional venues • Creating a full-service department from scratch • Extreme site conditions at mountains, weather, geographic distances • Variety of construction types • Creating permanent buildings • Creating temporary facilities • Fields of play with specific requirements for Olympic Games • Installation of chairlifts • Snow- and ice-making systems • Constructing roads • Cash flow with respect to the construction process • Land acquisition and venue-use agreements • Government relationships with local, state and federal levels of interaction • Venue-owner relationships—maintaining great partnerships • Interface with seven different building jurisdictions • Constraints of resources/providers • Short construction installation and tear down duration due to winter season and business operations of the venues • Interfacing with and synthesizing the requirements of 20 (SLOC) internal functions and numerous outside entities.
-

K E Y M I L E S T O N E S

- Permanent Facilities: Design, April 1997-August 1999; Construction, May 1998-November 2000; Test Events, Fall 2000 • Temporary Facilities: Design, January 1997-May 2001; Procurement, February 2000-April 2001; Construction, July 2001-January 2002; Restoration, March 2002-June 2002



V E N U E D E V E L O P M E N T

The Venue Development function was created in September 1996. It was among the first departments to be activated, due to the immediate need to develop facilities and venues for the Games, a task that required 5.5 years to complete. The department grew steadily in staffing and budget expenditures through the Games period. At its peak, the department had a direct operational staff of 90 and a budget of approximately \$284 million. The department was retired in July 2002 at the conclusion of the venue teardown and restoration.

Contributing to this function's tremendous Games-time success was the use of clear and consistent processes and procedures, regimenting a design process that looked at the venues with a realistic eye and integrating venue design with other functions such as Sport and Transportation.

Venue Development was responsible for the planning, design, procurement, construction and site management of the 10 competition, three practice and seven noncompetition venues (see the end of this report for a detailed list) and 10 Park and Ride lots for the Salt Lake 2002 Olympic Winter Games. The function developed three master plans (downtown Salt Lake City, University of Utah and Park City), seven permanent venues—three fully executed by SLOC and four executed with others' involvement—and 20 temporary venues (overlays).

Planning and design efforts began almost immediately, given that venue sites, with the exception of Park and Ride lots, had been selected and were part of the original bid submission. Park and Ride lots were developed in conjunction with the Transportation function. Lots were sized based on the anticipated number of spectators, staff and consistent groups versus the amount of existing parking available at the venue. Sites were correspondingly selected to best fit the respective needs.

Venue Development also led the negotiation of real estate commitments for all venue sites and facilities through purchase or venue-use agreements (leases).

Venue Development supported all SLOC functions by providing the resources to develop facilities, compounds, spaces, technical infrastructure and systems to meet the Games requirements and targets. Venue Development had a major role in defining design criteria for facilities to ensure a consistent quality and program compliance across all venues.

Beyond meeting the baseline criteria, the function's goals and objectives were to produce remarkable venues and fields of play to enhance the quality of the sport and competition for the athletes, a memorable Olympic experience for spectators, and legacy facilities for community use after the Games. In addition to providing safe, environmentally friendly and highly accessible venues, which exceeded the minimum required for Americans with Disabilities Act compliance, the function endeavored to enhance the quality of the sport and competition and provide great venues for television broadcast.



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©2002 SIOC photo by Rebecca Moore



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Venue Development designed, created and maintained award-winning temporary facilities at such venues as Deer Valley Resort, far left, Park City Mountain Resort, center, and Snowbasin Ski Area, near left.

PLANNING AND DESIGN •

In-house staff and outside consultants managed by SIOC carried out planning and design services simultaneously for permanent and temporary facilities. Master planning, event design and CAD work through schematic design were all completed in-house with a staff of 14 designers and CAD operators. The team of in-house resources had significant expertise in major special events and Olympic Games. Four architectural and six engineering firms, all managed by SIOC, executed design development and construction documents.

The work involved developing facilities to meet the programmatic, technical, sport, functional and aesthetic design criteria compliant with IF regulations, as well as public health and safety and environmental requirements as defined by the local municipalities. Venue capacity targets were defined in the original bid submission. Final venue capacities were based on physical constraints of the venue and what the transportation system could support.

Application of clear and consistent processes and procedures was critical to minimizing changes or having to redo or reverse efforts in the design process. Among these processes and procedures were concurrent planning and design of permanent and temporary facilities, implementation of a Design Integration Process, in which designs were constantly reviewed against operational requirements; computer modeling for crowd and vehicular flow, and early partnering with venue owners and building officials. The IFs were involved heavily in the development process for each venue's field of play. Implementation of a Change Order Request (COR) process helped control and minimize the number of changes. To explain the COR process in brief, event designers would review the proposed change and identify impacts on the overall site plan. Estimators would cost out the change and provide the information to senior management for review.

Venue Development oversaw the planning and implementation of power and electrical distribution, video boards, sound systems and broadcast/sport lighting for all venues. This was essential to the delivery of technically advanced venues. The team also regimented a design process that looked at the venues in a true event perspective of end-to-end (turnkey) solutions for all customer groups (athletes, media, Olympic Family, spectators, sponsors and staff/volunteers/contractors).

The highly successful process was based on the integration of venue design with transportation planning, sport, venue operation plans and coordination with Logistics for furniture, fixtures and equipment planning.

C O N S T R U C T I O N •

Venue Development managed the design and provided construction management services on three permanent facilities and temporary facilities at all venues. The work involved managing and integrating designers, architects, engineers, construction managers, temporary commodity vendors, sponsors and suppliers in the development of all permanent and temporary facilities.

Venue Development was responsible for the procurement and management of designers, architects, engineers and specialty consultants to produce contracts for construction, as well as procurement and management of construction management services.

Engineering and construction procurement and contracting strategies were developed in-house. Procurement helped issue formal Requests for Qualifications and RFPs for architecture, engineering and construction management services followed by review and award. This system provided a fair and equitable methodology to select the various contractors.

Other significant responsibilities included scheduling, estimating, removal of temporary facilities, retrofit, restoration and final cleanup, final cost reconciliation and contract closeout.

In addition to building unique structures and nonstandard facilities, site and winter weather conditions presented challenges. Special planning and provisions were required to deal with steep mountain terrain, remote sites and occasional austere weather.

A master schedule and more detailed project-specific schedules were developed as a management tool to track and monitor multiple projects and activities. These schedules were regularly updated and reviewed by senior management.

C O M M O D I T I E S A N D C O N T R A C T S •

At its peak, Venue Development managed more than 150 contracts. Significant contracts included one program management firm, four architectural firms, six engineering firms, three construction management firms and 14 major commodity vendors.

Commodities Venue Development procured and managed through the final 2.5 years of the Games included, but wasn't limited to, 45,000 pieces of signage, 77 km (48 m) of security fencing, 1126 hl (29,746 gal) of water tanks, 603 camera platforms, 84,294 bleacher seats and 2223 portable rest rooms.

S I T E M A N A G E M E N T •

Each venue had a site manager responsible for overseeing the physical element integration at the venues from planning and design through construction operations and tear down. These duties included managing the construction team, the commodity vendors and ensuring that the venues were physically ready for the Games and event operations.

Site Management ensured that the physical facilities at each venue were ready for event operations. The daily event operations included start-up, operation and shutdown of equipment as well as services such as refueling generators and servicing portable rest rooms. The Site Management team was also responsible for daily changes, additions or modifications to the event facilities to suit the changing event conditions. Event conditions refer to a multitude of activities that could have altered the physical facilities or services at the venues. For example, a change in the weather may

have dictated a change in the competition schedule, which in turn could have changed the diesel fuel consumption rate of generators running the lights and thus, the fuel delivery schedule.

The Maintenance Response Team handled the daily repairs and maintenance of facilities. The approximately 25-member team at each venue was made up of HVAC technicians, electricians, carpenters and laborers (for ready response), rest-room attendants plus regionally based technicians for tents, trailers and other large commodities.

Venue Development was also responsible for the venue signage program. This program encompassed planning, procuring, fabricating and installing all identification and wayfinding signs within the venue. Venue Development maintained and replaced signage throughout the Games period at each venue.

B U D G E T A N D S T A F F I N G •

The overall Venue Development budget for design and construction of permanent and temporary venues, venue leases, transportation and staff was \$284 million. Of this, \$84 million was supplied through VIK and \$200 million was cash. In-house estimating, finance and project management personnel managed the budget.

Venue Development had a total of 90 staff members leading up to Games-time. The team consisted of SLOC employees, consultants and technical specialists. At Games-time, the number of Venue Development staff members exceeded 450.

190

S C H E D U L E •

In 1997, Venue Development began with concept master planning and preliminary design for permanent facilities. This included selecting final venue locations and architect/engineer teams for permanent facilities design, development of key strategies and processes and procedures.

Design of permanent facilities continued through 1998 and early 1999, along with preliminary design for temporary facilities. Construction managers were procured for permanent construction projects, and construction started at Utah Olympic Park and Soldier Hollow.

In 1999, all of the permanent facilities were under construction, and the design-integration process for event overlays (temporary facilities) was fully engaged. Venue capacity models were developed, and computer modeling for venue flow was initiated. Design of power and electrical systems started, and processes for procurement of temporary commodities were developed.

All permanent construction was completed by February 2001, ready for test events in winter 2000-2001. Final design documents for temporary facilities (overlays) were nearly complete, and infrastructure planning for audio and video began. All major commodities were procured, and construction managers were selected for temporary construction. Site management planning began.

In summer 2001, construction of overlays began after building departments gave their final approvals, and venue-use agreements were signed. Project management procedures manuals were developed, and Paralympic Winter Games transition plans were completed. Test events were held at most venues.

Between the Olympic Winter Games and the Paralympic Winter Games, Venue Development was responsible for the conversion and fit out of the three competition venues and the Opening and Closing Ceremonies' venue to meet the requirements of the Paralympic Winter Games.

After the Games and Paralympics, Venue Development was responsible for removing all temporary facilities and restoring the venues. Restoration was complete by summer 2002.

RESULTS •

Despite difficult site constraints and other challenges, the efforts described above contributed to perhaps the most successful, energetic and dramatic venues ever achieved for an Olympic Winter Games. Venue Development designed, engineered and constructed award-winning facilities and temporary stadiums on mountain terrain that soared higher than any previously constructed.

Venue capacities were achieved through a combination of seating and standing areas that maintained great sight lines. This, in combination with the use of video boards and sound systems, helped create an energized atmosphere. Highly accessible venues for people with disabilities were unparalleled in any previous event of this size or kind.

Venue Development achieved a logical and practical balance between temporary commodities and features and permanent construction to complete the Salt Lake 2002 Olympic Winter Games and Paralympic Winter Games on time and on budget, leaving a useful and meaningful legacy.

*Competition venues (10)

1. Snowbasin Ski Area
2. Deer Valley Resort
3. Park City Mountain Resort
4. Soldier Hollow
5. Utah Olympic Park
6. E Center
7. The Peaks Ice Arena
8. Salt Lake Ice Center
9. Utah Olympic Oval
10. The Ice Sheet at Ogden

Training venues (3)

1. Acord Arena
2. Murray Arena
3. Steiner Ice Arena

*Noncompetition venues (7)

1. Rice-Eccles Olympic Stadium
2. Salt Lake Olympic Square
3. Olympic Medals Plaza
4. Olympic Village
5. Olympic Family Hotel
6. Main Media Center
7. Park City Technical Center

*Note: Please see the chapter beginning on page 71 for maps and venue fact sheets.

Women's Snowboarding Halfpipe

P A R K C I T Y M O U N T A I N R E S O R T



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E N V I R O N M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: November 1995 • Ended: 1 August 2002
-

R E P O R T E D T O

Grant Thomas, senior vice president, Venues, Transportation and Environment

P R O G R A M D E L I V E R A B L E S

- Net zero air emissions for hosting the Games • 85 percent recovery rate for waste by recycling and composting • Zero tolerance for environmental compliance lapses; perfect record • Community, national and international environmental education program
 - 2002 Olympic Environmental Champions marketing campaign
-

B U D G E T

- Total: \$1 million • Cash: \$755,283 • VIK: \$248,878
-

S T A F F

Diane Conrad Gleason, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 7 • December 2001: 9

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 5 full-time, one full-time loaned employee, one half-time employee and one half-time loaned employee
 - Volunteers: 10 Environmental Compliance Officers • Contractors: 13
-

K E Y C H A L L E N G E S

- Funding • Environmental Regulatory Community • Environmental Advocacy Community
-

K E Y M I L E S T O N E S

- 100,000 trees planted in Utah
- 18 million trees planted worldwide in the name of the Olympics
- June 1994: SLOC's Environmental Advisory Committee established
 - 1994: Environmental Platform approved by the bid Board
 - 1995: Environmental Platform approved by the SLOC Board
 - August 2000: Air-quality plan issued
- September 1998: Plant an Olympic Family Tree™ program launch
 - November 1998: Environmental Education Summit
 - 22 April 1999: Tree-cology program and logo launch
 - 31 August 1999: Capitol Tree program launch
- 22 April 2000; 22 April 2001, 19 February 2002: Spirit of the Land Awards
 - February 2001: Natural Inquirer program announcement
 - September 2001: CoolSpaces 2002 program launch
 - October 2001: Bill Nye the Science Guy video premiere



E N V I R O N M E N T

I N T R O D U C T I O N •

In 1994, environment became the third principle of Olympism, along with sport and culture. Salt Lake City was the first bid city to be evaluated and awarded the Games once the criteria was included. The Environment function for the Salt Lake 2002 Olympic Winter Games was established in summer 1996 and grew to a full-time staff of nine managers and coordinators by September 2001. At Games-time an additional 10 volunteer compliance officers were added to meet the environmental mission goals. To complete its vision of becoming the most environmentally conscious Games ever, the Salt Lake 2002 environment program adopted four aggressive goals: 1) zero waste, 2) net zero emissions, 3) urban forestry advocacy and 4) zero tolerance for environmental and safety compliance errors.

Environment worked closely with its 2002 Olympic Champions through partnerships with Anheuser-Busch, Utah Power, Coca-Cola, the United States Department of Agriculture Forest Service and the U.S. Environmental Protection Agency. The Champions Program engaged partners by highlighting and promoting their environmental successes.

V E N U E S U S T A I N A B I L I T Y •

Salt Lake City received the bid for the XIX Olympic Winter Games in part because many of the venues were already constructed and in place prior to the successful bid. Only three venues—Utah Olympic Park, Utah Olympic Oval and Soldier Hollow— needed to be constructed by SLOC. Four other venues were renovated or developed through public and private partnerships. In each instance, the venues were built to host international competitions and to provide Utah with lasting legacies of world-class training facilities. Each venue was built specifically to be energy-efficient using minimal materials for construction.

In constructing the Utah Olympic Oval, the designer used an external cable-stayed structure that lowered the roof by six meters (20 feet), reducing the overall volume to heat and cool by more than 28,317 cubic meters (1,000,000 cubic feet). The white membrane roof reflects sunlight, which would otherwise be absorbed into the building, to keep the inside temperature cooler. The building was certified by the United States Green Building Council for meeting Leadership in Energy and Environment Design's (LEED) award-rating criteria.

The construction of Soldier Hollow, located in the eastern most corner of Wasatch Mountain State Park, has helped improve the ecology of the area with the location of the cross-country skiing and biathlon courses on traditional grazing land. Stream channels have been restored and wetlands improved for wildlife and migratory birds.

The Utah Olympic Park was designed and built to follow the natural contours of the mountain and used storm water run-off controls to prevent soil erosion and improve surface water quality.

For the Games, informational kiosks were installed at Soldier Hollow, Utah Olympic Park, Utah Olympic Oval, Park City Mountain Resort, Deer Valley Resort and Snowbasin Ski Area. The kiosks highlighted environmental challenges and accomplishments at each venue, distributed daily updates on Games-time programs and waste-management goals and presented the natural history of the surrounding area.

NET ZERO EMISSIONS •

Working with the Leonardo Academy of Madison, Wisconsin, in the United States, SLOC calculated all the potential energy used and emissions associated with staging the Games and created the program Olympic Cleaner and Greener. The calculations considered the increase in regional traffic, electrical use from the venues including ski-lift operation, temporary generators and all factors associated with the 21,726-km (13,500-mile) Olympic Torch Relay, including details as small as the torch fuel canisters. Once the program was completed, SLOC worked with 02 Blue, an environmental commodities broker, to offset these credits with emission-reduction credits. The carbon footprint for the Games was more than 122,936 metric tons (121,000 tons) of hazardous and greenhouse gas emissions. Olympic Cleaner and Greener and its partners have permanently removed more than 243,840 metric tons (240,000 tons) of pollutants from Utah, the United States and Canada, meaning these credits can never be used again. Salt Lake 2002 has been certified as climate neutral by the Climate Neutral Network.



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Community members participate in Plant an Olympic Family Tree program, far left. Center: Environment's "one-bin" system ensured a high rate of recycling disposed items at Salt Lake 2002 venues. Near left: Environment worked to protect Soldier Hollow's pristine beauty.

To further support its global climate change education campaign, Environment worked with the World Resources Institute, the Earth Communications Office, Coca-Cola, Utah Power and Greenpeace on a Games-time display at the Visitor Information Center in downtown Salt Lake City. The display educated visitors on the importance and influences of global climate change and allowed individuals the opportunity to calculate their own carbon footprint from attending the Games.

ZERO WASTE •

In 1998, the SLOC Environmental Advisory Committee—a formal group of government, environment, athlete, private business and community representatives—recommended (and SLOC accepted) a zero waste goal for the Games, which meant no waste materials from the Games would be sent to landfills. SLOC used three steps to achieve this goal. The first was to engineer the waste stream by working with sponsors and suppliers to provide materials for Food Services and Logistics that were reusable, recyclable or compostable. Once materials were collected at the venue, they were delivered to a Materials Recovery Facility (MRF) where recyclables were removed and the remaining items sent to a composting facility.

At the venues, SLOC employed a two-bin system: one bin for plastic bottles and aluminum cans and the other bin for everything else. Organizers worked with Bill Nye, from the television show *Bill Nye the Science Guy*, to produce a public service announcement that played on the venue video boards during the Games to educate the public on how to recycle properly. SLOC also installed web-based cameras or "trash-cams" at the MRF and compost yard so that anyone with access to the Internet could witness the sorting, recycling and composting processes first hand. Finally, Environment ran media tours of the MRF and composting facilities during the Games.

URBAN FORESTRY •

Salt Lake 2002 partnered with the National Aeronautics and Space Administration (NASA) to produce a program called CoolSpaces 2002, which used data produced from low-altitude fly-overs of the Salt Lake valley and Olympic venues to identify hot spots, or places where trees could be planted to cool the urban environment. Increases in urban temperatures are precursors for the development of ground-level ozone, a hazardous air pollutant. Studies have shown that by increasing urban tree cover by 5 percent, the production of ground-level ozone is decreased by 10 percent, which is equivalent to taking every single car and truck off the highway.

By the end of the Games, SLOC had planted 100,000 trees in Utah and more than 15 million worldwide through six advocacy programs. The Plant an Olympic Family Tree program ran each fall from 1998 to 2001, through which participants received a 20 percent discount on tree purchases and an Olympic pin. Tree-cology™ was designed to give each third-grade class in Utah a tree with the intent that schools would plant Olympic groves of trees to be used for outdoor education classrooms. Implemented post-Games, the Venue Tree Program aimed to restore the venue areas to their natural surroundings by planting more than 15,000 native trees and shrubs. The Capitol Tree Program worked to replace trees destroyed by a rare tornado that traveled through the Capitol Hill area on 11 August 1999. The largest and most successful program was Plant It Green! The Global Tree Race. An international, Internet-based program, it allowed participants to plant trees in their country and register them in the name of the Games. The program planted more than 18 million trees around the world.

COMPLIANCE •

SLOC had a zero-tolerance policy for compliance errors. To accomplish this goal, SLOC developed a strategic Environmental Management System (EMS) based on the Environmental 12-Point Platform adopted by SLOC's board of directors. The Compliance Program was an integral part of the EMS. A good Compliance Program translates to risk reduction throughout the organization. Environmental standards and procedures were developed and distributed to training staff, contractors and volunteers.

Specific environmental liability and disclosure language was added to contracts. SLOC performed property diligence investigations prior to lease acquisitions. Venue audits and weekly and

biweekly inspections identified potential environmental issues so action plans could be implemented to resolve issues. In addition, Environment evaluated venue permit status and applied for permits as required. The twofold legacy of the Salt Lake 2002 Compliance Program aimed to raise community awareness of environmental laws and regulations and set an example of effective coordination and cooperation between stakeholders on resolving environmental issues.

G A M E S - T I M E •

Environment had three roles during the Games. In addition to undertaking the initiatives mentioned above, the function conducted public relations and education, including a display at the VIS Center and kiosk at the MMC. Secondly, it conducted and reported on the Games-time Compliance Program and, thirdly, it presented the Spirit of the Land Awards and a "thank you" reception for partners.

Local hotels implemented a SLOC program called EcoWorks 2002. As hotels were often the frontline for visitors during the Games, showcasing environmental stewardship became a natural fit. EcoWorks was a greening program for all hotels that allowed guests the opportunity to reuse their towels and sheets during their stay for the Games. The program saved energy and water, reduced costs and demonstrated that hotels can have an environmental presence without sacrificing service or quality. The program, in which 10,000 hotel rooms from 80 properties participated, was a success.

In addition to providing media tours that showcased environmental protection at the venues and the waste management system, SLOC awarded its third annual Spirit of the Land Awards on 19 February 2002 in Park City. The Spirit of the Land Awards recognized excellence in environmental education programs from around the world. More than 100 entries from 15 countries vied for the top spot in the Games-time awards program in 2002.

K E Y S T A T I S T I C S •

Zero emissions: All air emissions from Games were offset with emission reduction credits that were retired—508,000 metric tons (500,000 tons) of CO₂ and criteria pollutants for a 304,800-metric ton (300,000-ton) footprint. Zero waste: 95 percent of waste produced during the Games was recycled or composted. Urban forestry: 100,000 trees were planted in Utah and 15 million were planted around the world. Compliance: There were no fines or notices of violation.

S T A F F •

The department staff consisted of nine full-time employees, 13 contractors and 10 volunteers. The department needed about four or more volunteers to adequately complete the job, especially during high activity times, such as press conferences. Given the number of partners involved in the SLOC program who needed to be included in various press conferences at various times, logistics were often difficult. Staff was therefore required to work continuous 16- to 18-hour days during the Games to meet the function's needs. Volunteers were chosen for their environmental experience and were well-prepared for the job. Their additional training was useful for orientation to Games-specific information. Structure and communications were adequate, since staff members had cell phones and used them to communicate with each other.

Environment hired its own public relations firm, since SLOC media did not have the personnel to manage the needs of the program. As a result, the function was often short staffed when it came to press conferences. The function's MMC space was well-produced, but not well-located. Consequently, traffic was limited.

The Venue Compliance program, the function's largest Games-time program, was a success. Volunteers with an environmental compliance background were stationed at all of the venues. They checked on a variety of potential issues daily and were there to assist when there were spills and other incidents, served as a point of contact for the environment team and called in daily with observations and issues.



Far left: Timothy Goebel of the United States watches his marks at the Salt Lake Ice Center. Center: Teammates Samppa Lajunen and Jarkko Tullus of Finland pose at Olympic Medals Plaza. Near left: Simon Ammann of Switzerland celebrates after winning gold in the men's K90 ski jumping.





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The Olympic Cauldron design was based on the theme of Light the Fire Within and the concept of Fire and Ice. As the Olympic Flame burned, small jets sent water down the inside of the bowl which created a shimmering effect similar to that of an icicle melting.

R I C E · E C C L E S O L Y M P I C S T A D I U M





C R E A T I V E G R O U P

The Creative Group consisted of three SLOC functions: Ceremonies, Creative Services and Look of the Games. The divisions were created to promote efficiency in completing projects and to promote a consistent look and theoretical approach to the SLOC creative programs. The Ceremonies function consisted of six major projects: Olympic Opening & Closing Ceremonies, Olympic Medals Plaza, Sport Production, Special Projects, Olympic Radio and Paralympic Opening and Closing Ceremonies. Creative Services operated as an in-house advertising agency, handling small format projects, design, photography, videos, advertising, publications and translation. Look of the Games was responsible for large-format environmental, venue and city decorative elements.

The Creative Group was originally known as Games Presentations and was formed in 1997. Following a restructuring within SLOC in 1999, the Ceremonies function reported to the senior vice president of Venues, while Look of the Games and Creative Services (then known as Image and Publications) reported to the senior vice president of Communications. When the senior vice president of Communications left SLOC in 2000, Ceremonies joined Creative Services and Look of the Games during reorganization. Look, which had been a subproject of Image, became a function in its own right. The other design responsibilities of Image, such as medals design, were shifted to Creative Services. At that time, the director of Ceremonies, who began as a consultant in 1997, became the managing director of all three Creative Group functions in May 2000.

STAFFING •

The managing director of the Creative Group reported directly to SLOC's CEO. The directors of Ceremonies, Creative Services and Look of the Games reported to the managing director of the Creative Group. Also, the Ceremonies function working staff included the contracted producer of the Olympic Opening and Closing Ceremonies. In total, the Creative Group members included approximately 310 paid staff, 880 full-time contractors, 1980 volunteers and 7100 volunteer performing cast.

MISSION STATEMENT •

The organization of the Creative Group encouraged creative consistency. All projects communicated the same message and promoted a cohesive visual and thematic impression. This impression, based on the Salt Lake 2002 theme *Light the Fire Within* and the visual identity of fire and ice, was seen throughout the Games, from the Olympic Torch Relay to the building wraps, iconic photography and the Ceremonies.

**GAMES VISION: LIGHT
THE FIRE WITHIN •**

The theme of *Light the Fire Within* was used as the foundation for all Creative Group projects. The theme represented the passion of the athletes and their power to inspire. It directly connected with the spirit of Olympism and its message resonated with everyone, athlete and spectator. Every aspect of design for the Games invoked the Salt Lake 2002 theme, *Light the Fire Within*.

THE CRYSTAL EMBLEM •

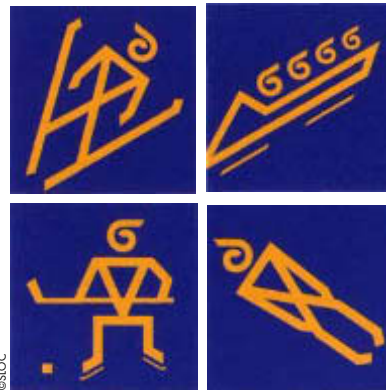
The Crystal Emblem of the Salt Lake 2002 Games was a snowflake synthesis of three colorful sections, each with its own meaning. The top section represented the Olympic Flame and the courage of the athletes. The middle section was based on the ancient weaving style of American Indian blankets reflecting the culture of the western region. The bottom section was a snow-capped mountain crest, recalling the contrast of Utah's desert-to-mountain landscape.

PICTOGRAMS •

The Salt Lake 2002 pictograms were based on branding-iron designs found in the American West. The pictograms identified sports, venues and services for spectators. The design of the Salt Lake 2002 pictograms borrowed directly from the Games emblem. The line thickness and 30 degree angles used in each pictogram mimicked the lines in the crystal.

**VISUAL IDENTITY:
FIRE AND ICE •**

A distinct color palette was incorporated into all creative aspects of the Games. The palette, with colors ranging from cool blues to warm reds and oranges, was inspired by the striking and unique landscape of Utah. The state's diverse environment, from icy snow-capped peaks in the north to rugged red-rock canyons in the south, has engendered a passion for the land among inhabitants and visitors.



The Salt Lake 2002 crystal emblem represented athlete's courage, the region's culture, and Utah's contrasting landscape (far left). The Creative Group's consistent visual message was seen in banners (far center), pictograms, (near center) and the torch design (near left).

An inventive use of color among applications invoked the Salt Lake 2002 *Light the Fire Within* theme. All publications including guides and programs began and ended with the ice colors on the covers and contained the fire colors in the inside-most pages. At venues, courses were lined with banners progressing from cool to hot: as the intensity or the speed of the athlete increases. And as spectators approached venues, the banner decorations moved from cold to warm at the venue perimeter, symbolizing one's arrival at the Fire Within.

**OLYMPIC TORCH AND •
CAULDRON**

The Creative Group designed the Olympic Torch with the creative concept of *Light the Fire Within* in mind. It displayed the signature Fire and Ice elements in its form. It resembled an icicle plucked from the eaves of a snowbound alpine cabin. A polished silver tip, engraved with the words "Light the Fire Within," represented modernity and the speed of the athletes. That section led up to a textured pewter shaft, which symbolized the ruggedness of the American West, and was emblazoned with the Salt Lake 2002 crystal emblem. When lit, the flame burned within a glass crown, dramatically revealing the origin of the flame, as a tribute to the theme of *Light the Fire Within*.

Similarly, the Olympic Cauldron was constructed of steel, stainless steel and glass and literally burned with the Fire Within. The flame burned within a clear bowl—the first time in history the bowl has been made from translucent materials. As the Olympic Flame burned, small jets sent water down the inside of the bowl which created a shimmering effect similar to that of an icicle melting, thereby reinforcing the Salt Lake 2002 visual identity of Fire and Ice.

The Fire Within segment of the Opening Ceremony

R I C E - E C C L E S O L Y M P I C S T A D I U M





C E R E M O N I E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1997 (Games Presentations) • Organized: June 1999 • Ended: April 2002
-

R E P O R T E D T O

Scott Givens, managing director, Creative Group

P R O G R A M D E L I V E R A B L E S

- Olympic Opening and Closing Ceremonies
 - Olympic Medals Plaza
 - Sport Production
 - Special Projects
 - Olympic Radio
 - Paralympic Opening and Closing Ceremonies
-

B U D G E T

- Total: \$54.4 million • Cash: \$53 million • VIK: \$1.4 million
-

S T A F F

Sayre Wiseman, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 24 • December 2001: 55

G A M E S - T I M E S T A F F I N G :

- Paid staff: 230 • Contractors: 830 • Volunteers: 1980 • Cast: 7100
-

K E Y C H A L L E N G E S

- External executive producer: The relationship Ceremonies had with the external executive producer for Opening and Closing Ceremonies was critical in encouraging the exchange of ideas and allowing the creative process to be interactive and alive. Contracts with the executive producer were well defined and finalized as early as possible in the process.

- Creative path: All projects reinforced a central message and theme. Consistency in visual appearance and content strengthened the message of the OCOG.

- Staff: Due to budget limitations, the SLOC Ceremonies staff positions were not filled in a timely manner. Ideally, the core staff should be in place roughly two to three years out, shortly after the executive producer for Opening and Closing Ceremonies is determined. It took much longer than anticipated in some cases to find the right hires. In addition, adjustments in personnel happened throughout the pre-Games period.

K E Y M I L E S T O N E S

- 8 and 24 February 2002: Opening and Closing Ceremonies
- 9–24 February 2002: Olympic Medals Plaza Games-time ceremonies and performances
 - 8–24 February 2002: Sport Production during Games-time competition
 - 7 February 2002: Torch arrival in Salt Lake City
 - 8–24 February 2002: Special Projects Games-time events
- 4–25 February 2002: Olympic Radio updates every 20 minutes, 24 hours a day



C E R E M O N I E S

OVERVIEW •

Ceremonies was responsible for managing the creation, production and execution of five projects related to the Salt Lake 2002 Olympic Winter Games: Opening and Closing Ceremonies, Olympic Medals Plaza (OMP), Production, Special Projects and Olympic Radio.

In May 2000 the former director of Ceremonies became the managing director of the Creative Group, reporting directly to the president and CEO of SLOC. A director of Ceremonies production was hired in 2000, reporting directly to the managing director of the Creative Group.

The Creative Group tried to promote consistency. All projects communicated the same message and promoted a cohesive visual impression. Consistency was crucial to the success of the Opening Ceremony, which sets the mood for the competition period and can impact the overall success of the Games.

STAFFING •

Within Ceremonies, there were five managers, one for each of the five projects, who reported to the director of Ceremonies production. Each project manager oversaw a team supporting the project; the numbers of team members depended on the size of the project. In addition, the Ceremonies staff included an outsourced executive producer and associates for the Opening and Closing Ceremonies.

Team 2002 volunteers for Opening and Closing Ceremonies played a key role in the production. After auditions, 1250 volunteers were assigned to the Opening and Closing Ceremonies. Volunteers were used in many areas including props, rehearsal operations, office, talent, lighting and sound. The volunteers were assigned an area, but were often used, as needed, in other areas of the production. Other volunteers comprised the cast.

Team 2002 volunteers were also critical to the success of OMP. Some of the positions they held included assistant stage manager, flower/medals host and assistants, green room hosts, sponsor hosts and medal and talent drivers.

OPENING AND CLOSING CEREMONIES •

The Opening Ceremony was held on 8 February 2002 and the Closing Ceremony was held on 24 February 2002, both at Rice-Eccles Olympic Stadium. Both Ceremonies incorporated the Salt Lake 2002 theme of *Light the Fire Within* in the creative elements of the production. An estimated 3.5 billion people watched both the Opening and Closing Ceremonies on television.

Invitations to apply for Opening and Closing Ceremony executive producer were issued on 10 December 1998. On 15 October 1999, the contract was presented to Los Angeles-based Don Mischer Productions.

Ceremonies engaged in an extensive focus group process in November 1999. Goals, participants and processes were established as the executive producer and SLOC met in March 2000 with local businesses, cultural, Native American, religious and environmental leaders, as well as the SLOC Management Committee and Olympic Ambassadors to help gain an understanding of Utah and the American Mountain West. Following the focus group process, the Ceremonies producer submitted initial creative elements to SLOC in July 2000. The Creative Advisory group met quarterly for 2.5 years to develop the creative content for the Ceremonies.

The production team started hiring cast and volunteer managers in April 2001. The casting process started in April 2001 with the implementation of the audition application on the SLOC website. Applications were taken online, by mail and by fax through May 2001. More than 15,000 applications were received for auditions. The total cast consisted of 3200 adults and children.

Rehearsals started 24 November 2001 and were conducted twice weekly per show segment, increasing to three times a week per segment on 16 December 2001. Rehearsals were held Tuesday through Saturday. Ice cast rehearsals were held at a local ice arena, and the land cast rehearsed at an indoor basketball gymnasium until 16 December 2001, when all rehearsals moved to Rice-Eccles Olympic Stadium. Each cast member participated in at least 20 rehearsals.



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Athletes march into Rice-Eccles Olympic Stadium during Opening Ceremony's Parade of Athletes, near and far left. Center: Mitt Romney, President George W. Bush and Jacques Rogge watch as an American flag, rescued from New York City's World Trade Center, is carried into the stadium by U.S. athletes.

Construction started at Rice-Eccles Olympic Stadium on 19 November 2001. The ice and basic set were completed by 15 December 2001. Additional seating was constructed at the stadium to increase capacity from 45,000 to 50,000 spectators.

The music for the Opening Ceremony was prerecorded in January 2002 at a Salt Lake City concert hall with the Utah Symphony and the Mormon Tabernacle Choir.

Costumes were developed and produced in Los Angeles starting August 2001. A wardrobe shop was set up at a local fair park in November 2001 for alterations and repair. More than 4000 separate costumes were created and 30,000 individual costume pieces were used in the Opening Ceremony.

Six seamstresses, 10 sewing machines, 10 irons, 300 rolling racks and more than 15,000 hangers were used in making the costumes.

Props, puppets and costume structures were used in both Ceremonies. Developed and produced in Los Angeles, Salt Lake City, Portland, China and Trinidad, more than 1200 different props were used in the Opening and Closing Ceremonies.

The Olympic Opening Ceremony held two dress rehearsals on 4 and 6 February 2002, and the latter included a full audience. Dress rehearsals for the Closing Ceremony were held during the Games on 22 and 23 February 2002. All were held at Rice-Eccles Olympic Stadium.

OLYMPIC MEDALS PLAZA •

Located in downtown Salt Lake City, Olympic Medals Plaza was created to host the nightly Medals Ceremonies. Medals Ceremonies featured local musical performances, celebratory activities and nightly headline talent concerts. Admission to OMP was free of charge, although a ticket was required and distributed through a local ticket outlet to control spectator capacity.

With the concept to present the Salt Lake 2002 medals in a central location, Medals Ceremonies were defined in early 1999 with the generous gift from the Church of Jesus Christ of Latter-day Saints for the use and development of a full city block in downtown Salt Lake City. In addition to the use of the land, the church gave additional monies to help transform the then two-level parking lots into a workable event space. The caveat for the donation was that Medals Ceremonies would be free to all. SLOC developed a design that would incorporate the Games overall theme of *Light the Fire Within*. The stage held a secondary Heroes' Cauldron that stood inside the Hoberman Arch, a 72-foot-diameter transforming "curtain" that would reveal the cauldron each night. OMP was designed for a total of 20,000 guests (9000 seated in bleachers at the back of the viewing area and 11,000 standing in front).

In 2001, the concept of headline talent concerts after the Medals Ceremonies was created, and the team sent out RFPs to obtain bids from top booking companies. Two of the largest in the U.S. responded. SLOC was approached by NBC and its subsidiary music company to book all talent for OMP. This allowed for internal negotiations within NBC to obtain agreed-upon national broadcast coverage during the Games for the artists at OMP and fit well with the NBC endeavor to bring a young audience to the Olympic Movement. Consequently, NBC was contracted to book the headline talent at OMP, and booking started in July 2001.

The OMP cast consisted of local performers as well as performers from New York City. A New York-based group was hired to do the challenging acrobatic work.

Construction started at OMP approximately September 2001. The stage and all technical elements were installed beginning mid-January 2002.

The music for OMP was recorded in New York City (opener) and Utah (Medals Ceremonies). The official Salt Lake 2002 musical theme, "Call of the Champions," was used in the Medals Ceremonies for the walk-on of the athletes and celebration, while the official pop song, "Light the Fire Within," was used as a recap of the evening's heroes. The official Salt Lake 2002 Olympic Torch Relay theme, "Carry the Flame," was played during the fireworks at the end of each evening.

At more than 160 ticketed events, Sport Production enhanced the competition by increasing spectator involvement and education.

Beginning 2.5 hours before and continuing one hour after the competition, the Games-time sport production team of 137 staff, 118 volunteers and approximately 119 contracted staff ensured that each element at the 10 competition venues contributed to the Games experience and intensified the drama of the sport. This was achieved by providing entertainment and venue or sport-specific education and information to the spectators, athletes and staff.

Each venue's sport production was unique with regard to the sport and the crowd that attended. The experience was continued inside the venue through the use of descriptive and informative live announcements about the competition in progress, video programming, music and scoreboard messages.

In some locations, venue-specific experts were hired to tailor the experience, since some winter sports are not widely understood. Most members of the sport production team, from the lead producers to the volunteer researchers, were specialists in their event.

Sport Production culled the roaming atmosphere talent that performed outside and inside the venues from the community and conducted auditions for this talent July 2001. The team also brought in alternative national touring bands to perform at the Park City Mountain Resort for snowboarding.

Music played a key role for the sport production team. The function added music directors when it became apparent that the audio engineers did not have the experience or specific knowledge of the sport. A lead music director was hired in April 2001 and was immediately assigned to research music for all sports and all countries scheduled to participate in the Games. From the information acquired, a music library consisting of 91 compact discs, 11 genres and more than 1600 songs was created—the largest ever in Olympic history.



Fans celebrate at Salt Lake Olympic Square, far left. Center: The Heroes' Cauldron burns at OMP. Near left: Silver medalist Bode Miller from the United States waves to the OMP crowd.

Sport Production was assigned the challenge of encouraging spectators to walk up a one-mile long hill to Utah Olympic Park, rather than wait for the shuttle, freeing up the capacity of the transportation system. To accomplish the task, a venue-based radio station—with a DJ based at the top of the hill—called "Radio KUOP" was created, complete with KUOP cheerleaders placed along the route to help cheer on the many walkers. Music from present and past Olympic eras was played, while spectators were able to connect the songs to some trivia about that year's Olympic Winter Games. Spectators could also stop at a sponsored phone booth and open a phone book that had every Games year laid out with the most requested songs from that time. Spectators could then pick up a phone to request a song from the disc jockey. If the DJ played his or her song, that individual

would win a KUOP T-shirt once he or she reached the top. The tag lines for KUOP was "Dial the Mile" and "Talk the Walk."

Event Services asked Sport Production to help record the many announcements that would greet arriving spectators at the venues. The team decided that people would probably listen more closely if they heard familiar voices, and arranged for more than 120 celebrities, ranging from actors to athletes, to record a greeting.

Soldier Hollow, site of biathlon, cross-country skiing and nordic combined, featured the Western Experience, which was initiated by the venue general manager of Soldier Hollow and then passed on to Sport Production. It was essentially a cultural exposition for the spectators. The varied Western experiences were authentic, educational and entertaining. Ceremonies ensured that the experience did not detract from the ongoing competitions, but rather enhanced them.

Using a vendor and working with Creative Services, Sport Production was able to create an extensive video library for screens at the venues, including original programming from test events, music videos, educational videos, graphic packages, trivia quizzes and animation. Sport Production, in conjunction with the vendor, also created the first-ever Olympic roving crews consisting of a live personality, field producer, cameraperson and utility. These energetic crews became famous to the fans and presented a closer look at the Games favorite athletes and sometimes even put the spectators on the video screens.

SPECIAL PROJECTS •

Special Projects was dedicated to enhancing the overall experience of everyone in attendance at the Games through the production of entertainment and celebrations. This area was responsible for milestone events, such as launches and countdowns, Olympic Torch Relay signature cities events (including Atlanta, New York City, Los Angeles, Moab, Utah; and Salt Lake City) and Games live sites (Salt Lake Olympic Square and Park City Main Street Celebration).

SALT LAKE OLYMPIC SQUARE

Salt Lake Olympic Square (SLOS) was a four-block area open only to pedestrians throughout the Salt Lake 2002 Games. SLOS started as a means of providing a secure perimeter for OMP, the Salt Lake Ice Center, and the MMC. It evolved into an area where the community could participate in the Olympic atmosphere for free, without a ticket.

Major attractions within SLOS included the Olympic Superstore, sponsor showcases and interactive displays.

In addition to overseeing these activities, Ceremonies provided entertainment on two stages within SLOS, along with roving talent and audio entertainment. Two video boards featured Olympic competition coverage. One showed Medals Ceremonies and nightly headline talent. This area was used as an overflow area and was full almost every night. Finally, a parade showcasing the giant puppets from the Opening Ceremony occurred twice daily. This was extremely popular and pulled in large crowds at both the 16:30 and 19:00 shows.

SLOS was open to spectator activity at the Olympic Superstore and sponsor showcase locations from 11:00 until 23:00, but gates remained open to accredited personnel 24 hours a day to facilitate entry to the MMC, Salt Lake Ice Center and OMP as needed. Entry to SLOS required no ticket, but it was a secure venue with security measures such as magnetometers and bag searches.

It was estimated that nearly 1 million people visited SLOS during the Games. SLOS officially opened 9 February 2002. Access to the Olympic Superstore began mid-December 2001.

P A R K C I T Y M A I N S T R E E T C E L E B R A T I O N

Park City's historic Main Street was transformed into a pedestrian-only Olympic celebration with entertainment happening throughout each of the 17 days. After competitions at Deer Valley Resort and Park City Mountain Resort were finished, many spectators would head to the Main Street Celebration main stage. Starting at 15:00 and continuing to 19:00 nightly, local, regional and national entertainers would perform. Throughout the day, spectators enjoyed unique shopping, art galleries, live television broadcasts and street performances. Also featured on Main Street were sponsor displays featuring pin trading and DJs.

M O U N T A I N S I D E O L Y M P I C R I N G S

Much time was spent preparing the Salt Lake City council for the vote on a special permit for the an image of the Olympic Rings to temporarily decorate the side of the Wasatch Mountains. Packages of information were provided to the Salt Lake City mayor's office for distribution. The packages contained all of the design and feasibility documentation, along with an environmental report and best management practices for the installation and operations of the Rings.

Final signatures from the owners of the property were obtained before the Salt Lake City Council debated the issue. To gauge how the public might react to the image, SLOC conducted a public survey, and the response was decidedly positive. The Salt Lake City council voted on 16 October 2001 to approve the permit. Work on the mountainside began 17 October 2001.

During the months of October and November 2001, materials were purchased, final survey data were prepared, and mobilization on the site began. A local environmental advocacy group and Salt Lake City scrutinized the project. SLOC also hired a local environmental company to help oversee the project. The surveyor placed flags on the mountainside, and installation of the 213-centimeter (seven-foot) poles commenced. All of the poles were installed around the end of November 2001.

In January 2002, all the elements were set up on the mountainside, and final testing and adjustment of the lighting controller occurred at the end of January 2002. Final approval occurred about one week before the Opening Ceremony.

With the help of the local power company, the Rings were created with 35-watt compact fluorescent lamps with a 6400-Kelvin light output. A total of 2500 such lamps were donated by a California company. Additional security was added due to the large numbers of spectators trying to acquire access to the Rings.

P Y R O T E C H N I C S

Ceremonies produced and issued the pyrotechnic RFP in September 2000. The RFP was sent out to 22 different pyro vendors from around the world, who were invited to Salt Lake City in February 2001 for an open bid meeting and to show off their capabilities in the largest pyro shoot-out ever conducted in North America. SLOC selected a site west of Salt Lake City for this demonstration. Each vendor was provided a 15-meter (50-foot) by 30-meter (100-foot) plot from which to shoot, and two minutes to display a show of its choice.

In August 2001, after a long review of all the bid responses, SLOC selected its pyrotechnic team, which consisted of three pyrotechnic vendors with more than 135 years of experience. The team had shot more than 12,000 shows, including six Super Bowls, five Olympic Games and three presidential inaugurations.

Ceremonies invited the company, once on board, to meet with SLOC and all of the proper fire authorities in Utah.



Gold, silver and bronze medalists in the cross-country 4 x 10 km relay celebrate at Olympic Medals Plaza, far left. Center: Performers create a stormlike effect for The Fire Within segment of the Opening Ceremony. Near left: Dave Matthews of the Dave Matthews Band plays at OMP.

The pyrotechnics concept for the Opening Ceremony was to create a 360-degree effect around the rim of Rice-Eccles Olympic Stadium. This involved building a special prop to rig off of the side of the stadium. SLOC also needed to secure the use of nearby streets and areas.

A four-minute nightly display of pyro was planned for OMP. This involved many tests, the protection of nearby office buildings, all propane tanks and a plan to clear out the back-of-house area for the nightly show. The addition of flame projectors was added to the concept. The display was shot from the baskets of six scissor lifts located behind the stage as well as locations above and on the stage. Pyrotechnics provided the finale for each OMP evening.

The citywide finale show concept started out as a display that would take place directly after the Closing Ceremony. This display would be shot from various locations throughout Salt Lake City, including building tops in the downtown area. After many meetings, SLOC decided to concentrate the show on the foothills behind Rice-Eccles Olympic Stadium. The citywide show continued to grow until the last minute. The addition of eight 61 centimeter (24 inch) shells made firing locations a challenge. There are only two companies in the world that can fabricate a shell of this size, which is the largest shell that can be fired in the United States. After several meetings with the city, private landowners, the state, government officials and fire authorities, SLOC was able to secure 13 firing sites from which to shoot.

Ceremonies added various pyro displays, nightly in Park City and a special show at the Salt Lake City and County Building for the arrival of the Olympic Torch Relay.

The Park City Main Street Celebration shot a nightly show from the truck ramp located at the top of Main Street. This show used various size shells up to 20 centimeter (8 inch) in diameter.

To kick off the inaugural lighting of the mountainside Rings project, pyro was installed on the interior of each ring, and aerial shells were launched to complement the look. The display was tied into the Olympic Torch Relay arrival at the Utah State Capitol.

OLYMPIC RADIO •

Olympic Radio was the Games-time information resource. Partnering with a supplier radio station, SLOC provided updates four times every hours, 24 hours a day. Updates during the daytime focused on transportation and parking issues, informing both spectators and locals of traveling conditions and offering alternatives. In the evening, update content focused on OMP activity, as well as information for the following day's activities and cultural events.



Opening Ceremony

R I C E · E C C L E S O L Y M P I C S T A D I U M

Opening Ceremony

R I C E - E C C L E S O L Y M P I C S T A D I U M





C R E A T I V E S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: June 1995, reorganized May 2000 • Ended: September 2002
-

R E P O R T E D T O

Scott Givens, managing director, Creative Group

P R O G R A M D E L I V E R A B L E S

- Served as Salt Lake 2002's in-house advertising and design agency. • Responsible for developing the Salt Lake 2002 brand and a cohesive visual and written vocabulary for the Games, and applying it to design, publications, advertising, photography and film. • Responsible for French translation. • Consisted of design; editorial; production and account management; photography; film and video; and translation teams. • Completed 2340 projects, published 42,475 pages, translated 1.7 million words into French, produced 100 videos and printed 36,598,039 copies of publications from May 2000 to September 2002. • More than 300 projects were active at any given time in the pre-Games period.
-

B U D G E T

- Total: \$26 million • Cash: \$6 million • VIK: \$20 million
-

S T A F F

Libby Hyland, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 33 • December 2001: 50

G A M E S - T I M E S T A F F I N G :

- Paid staff: 107 full-time
-

K E Y C H A L L E N G E S

- Budget concerns and hiring freezes in spring 1999 set the program back about eight months at a critical time in its development. When the freeze lifted, good recruitment was key, and the account executive structure helped new designers and editors assimilate more quickly by providing clear deadlines and expectations.
 - VIK printing required an eight to 12-week production schedule. A sponsor for printing services was secured in fall 2000, which helped the budget tremendously, but added six to 10 weeks to the production time. Jobs had to be started that much earlier, and often functions weren't operationally ready to make decisions necessary for the project to continue. Subsequently, Creative Services was often driving operational decisions to meet delivery deadlines. Once again, the account executives helped minimize the impact of production schedules by adjusting timelines and keeping everyone on task. • Scope-creep. "It's just a quick project!" was the refrain often heard from SLOC staff members. But quick projects added up and impacted the timelines for more high-profile and strategic jobs. Creative Services tried to remain flexible and helpful, but used the same A, B, C, D ranking system on "quick projects" as it used in planned scope. A drop-in design service was also developed. The rules were simple: the project could take no longer than two days, and all jobs were taken on first-come, first-served basis.
-

K E Y M I L E S T O N E S

- August 1997 (54 months): Emblem unveiled
- May 1999 (33 months): Mascots unveiled
- June 1999 (32 months): Core management staff hired
- September 1999 (29 months): Pictograms unveiled
- September 1999 (29 months): Initial project/job scope identified
- September 2000 (17 months): Games theme unveiled
- September 2000 (17 months): Ticketing advertising campaign launched
 - September 2000 (17 months): Full core staff hired
 - October 2000 (16 months): Official Guides begun
- February 2001 (12 months): Final project/job scope locked
 - July 2001 (7 months): Medals design approved
- September 2001 (5 months): Official poster/sport posters approved
 - December 2001 (2 months): Official Guides completed
- January 2002 (1 month): Ceremonies collateral completed
 - January 2002: Paralympic ticketing campaign
 - August 2002 (+6 months): Official Report produced
 - August 2002 (+6 months): Commemorative Book produced



C R E A T I V E S E R V I C E S

OVERVIEW •

One of three functions that comprised the Creative Group, Creative Services essentially served as Salt Lake 2002's in-house advertising and design agency. The function was responsible for developing the Salt Lake 2002 brand and a cohesive visual and written vocabulary for the Games, and applying them to design, publications, advertising, photography and film. Creative Services was also responsible for French translation. Creative Services consisted of design; editorial; production and account management; photography; film and video; and translation teams. This function created memorable and distinctive design, photography, films, guides, publications and advertisements that proved to be highly successful tools for promoting and providing information about the Salt Lake 2002 Games.

Creative Services, Look of the Games and Ceremonies all worked from a common theme and design direction under the managing director of the Creative Group. The "fire and ice" color palette, an integrated design directive, and the Salt Lake 2002 theme, *Light the Fire Within*, were developed and explored by these groups in many applications. Many efforts were cross-functional within the Creative Group.

DESIGN •

The managing director of the Creative Group, the director of Creative Services and the design manager set the design framework and standards for Creative Services and passed along those standards to the graphic and production designers. Templates were developed, and consistent design rationale was employed for every project, so that each piece fit into a larger "whole," supporting the Salt Lake 2002 theme and design philosophy. While flexibility was necessary given the range of projects, efforts were made to keep consistent design rationale for every project.

The Creative Services core design staff consisted of the director, who was hired in October 1998, a design manager, who was hired in May 1999, four senior designers and five designers, who were all on board by fall 2000. Creative Services also contracted with more than 10 freelance illustrators and designers on a project basis. Outside support was tightly managed, and also followed the Creative Services design guidelines.

DESIGN AND SALT LAKE 2002 PARTNERS

Efforts were made to communicate the design vision to SLOC partners as well. Sponsors and suppliers were provided with a graphic standards manual, but the Creative Group also worked with them on individual projects to help them leverage the Salt Lake 2002 design effectively and consistently. Creative Services was often consulted by Marketing's Marks Approval department.

DESIGN MILESTONES

Emblem unveiled - August 1997 (54 months out)

Mascots unveiled - May 1999 (33 months out)

Pictograms unveiled - September 1999 (29 months out)

Medals design approved - November 2000 (15 months out)

Iconic photos completed - February 2001 (12 months out)

Official poster/sport posters approved - July 2001 (7 months out)

PHOTOGRAPHY •

Creative Services' photo and design teams developed a unique photo style that became the backbone of the Games design program, and the nonverbal manifestation of the Salt Lake 2002 theme, *Light the Fire Within*. The photos were of heroic and iconic athletes who showed "the fire within" and were rendered in the blues of the ice palette, adhering to the fire and ice color scheme. Each athlete was shot at the peak of their performance. The most captivating aspect of the design of the dynamic photos were the eyes of each athlete, which displayed an intense focus of an Olympian fueled by "the fire within." The photos were used in print advertisements and publications, and also played a major role in the environmental graphics designed by the Look of the Games function.

The photo department managed all of SLOC's photographic assets. Reporting to the manager of production and photography, the team, which consisted of two photo editors and two photo assistants, used Cumulus, an asset cataloging software, to track the thousands of images of Salt Lake 2002. Usage rights, copyright information and captioning, were easy to manage, access and search in the program. Separate photo catalogs were developed for the designers (photos with more complicated rights issues) and general SLOC use (photos with clear usage). The entire SLOC staff could search in the general catalog through his or her web browser.

The photo department also managed SLOC's relationship with Allsport, the official photographer of the Games. Allsport provided images as part of its agreement with the IOC.

FILM AND VIDEO •

Building on the iconic still images developed for print, collateral and Look of the Games, the film and video style developed by Creative Services further enriched the visual vocabulary of the Salt Lake 2002 Games. The photo style was used as the creative basis for a distinct film style that unified the Games' television advertising, partner advertising and in-venue video-board content.

The film style was first explored in a television promotion for ticket sales in September 2000. The style was solidified in the January 2001 production of *Light the Fire Within*, the signature branding video of the Games. The images of athletes are powerful and lyrical, with costumes in the fire and ice palette, and captured with early Look of the Games test installations in the background. By April 2001, Creative Services had shot 16 millimeter and 35 millimeter stock film footage of all Salt Lake 2002 sports and programs. This footage, which had no visible sponsor logos and was a stylized repre-

sensation of the athletes of the 2002 Games, proved invaluable to Creative Services and Olympic partners in the summer months to come. Venue video board programming must be "clean" or free of commercial logos. Production schedules were such that shooting the next winter would have been too late. In fact, SLOC and its partners would have benefited from shooting a year earlier in the winter of 1999-2000. The footage was used in all Salt Lake 2002 videos, on the venue-board sport openers and production, in Opening and Closing Ceremonies, in Olympic Medals Plaza programming and by partners such as Coca-Cola, Visa, local NBC-affiliate KSL TV and the IOC.

Long-form videos were shot for the in-venue large screens. They were then cut down to 30- or 60-second promotional spots for local television and aired on Delta's in-flight program.

The manager of film and video was a loaned employee from VideoWest Productions, a company affiliated with Games supplier KSL TV. The manager worked full time in SLOC. Production and postproduction were provided through KSL TV/VideoWest as VIK. A video coordinator reported to the manager of film and video.

The film and video department used VIK extensively. In addition to spending \$1.5 million in KSL/VideoWest VIK, the department also used nearly \$1 million in production at the in-house video and duplication facility at NuSkin, a Games supplier. Because NuSkin was not a professional postproduction house, lower priority projects and duplication were handled there. A cash budget of \$900,000 was necessary to cover hard production costs not included in VIK, such as music rights, modeling fees and additional video projects not covered by VIK.

More than 100 videos were produced by Creative Services from fall 1999 through March 2002.

DEFINING SCOPE AND PROJECT MANAGEMENT •

In spring 1999, the Creative Services director and the production and photography manager began to interview all SLOC functions in order to finalize the scope of work that would be undertaken by Creative Services. Each proposed project was judged against standard criteria. Was it critical to the success of the Games? Was it highly visible? Was it revenue generating? Projects that were strategic to the smooth operation of the Games (e.g., spectator maps) or that were tied to revenue-generating

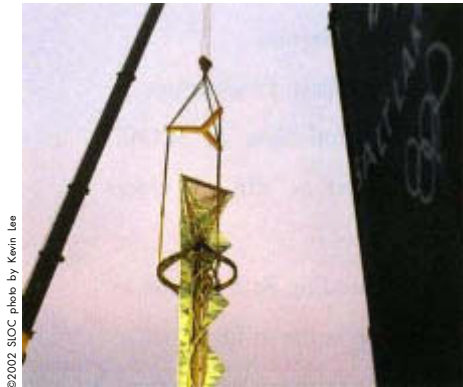


Working with acclaimed photographer John Huet, Creative Services developed a series of iconic sport photos that were used in myriad applications, and helped establish the Salt Lake 2002 brand. From left: short track speed skating, the Salt Lake 2002 Olympic Torch Relay, freestyle aerials and alpine skiing.

activities (e.g., an advertising campaign for ticketing) were given a higher ranking than projects that were for internal audiences or considered nonstrategic.

Projects were graded on a scale of A, B, C and D with an A project given the highest priority and D given the lowest priority. Projects denoted with an A rating were intended for an audience

outside of SLOC and were strategic to the operations of the Games. An example of an A project was the Salt Lake 2002 Official Spectator Guide—a handbook for each guest of the Games containing schedules, venue directions and other essential information. A D project, which was defined as non-strategic and an internal document, was usually left for the function to handle in a more cost-effective way. A "toolkit" was developed to help functions with D-level projects. It included approved general



Creative Services' Look of the Games' and Ceremonies' integrated design style was seen in all publications and city and venue decorations. The "Light the Fire Within" theme was incorporated in the Olympic Cauldron design, which was revealed in January 2002 at Rice-Eccles Olympic Stadium, far left, center and near left.

text for operational areas, sport descriptions, design templates, photo resources and basic graphic elements.

The rating system not only managed the function's expectations regarding the level of involvement they could expect in the project from Creative Services, it also gave the Creative Services staff a clear idea of the expected production level and the amount of time it should spend on any given job. With more than 350 projects active at once, time management was crucial for Creative Services.

ACCOUNT EXECUTIVES •

One of the most valuable additions to the Creative Services team was the hiring of three account executives (AEs), who reported to the manager of production and photography. The AE acted as the liaison between whichever SLOC function Creative Services was completing the project for and the members of the editorial, design and production teams that were assigned to that project. Each AE was assigned about 15 functions, and was the main point of contact for those functions, whether they needed a brochure, advertisement, video, design, etc. AEs reviewed the job schedule and ensured that clients started projects in time to meet production deadlines, and that the job traveled smoothly through each stage of editorial, design and approval.

Each AE contacted the primary function requesting service to review each job before Creative Services started working on it. After consulting with the function, the account executive was responsible for setting deadlines for various stages and drafts of the project. The AE confirmed the scope of the job and communicated deadlines to all involved in the process. Creative Services installed a stringent approval process for all projects. After receiving editorial and design input on a project from the appropriate function, the project underwent a number of revisions before the director of Creative Services signed off with approval. Drafts were then given to the function requesting the job, and anyone else who may have had an interest in the project, including senior management. AEs made sure that everyone who needed to give approval was shown an appropriate

draft. Creative Services completed more than 2340 distinct projects in the three years before the Games. This would not have been possible without the coordination of the AEs.

EDITORIAL •

Creative Services was responsible for all the core publications of Salt Lake 2002. The editorial team focused mainly on the A level projects: those which were strategic, external documents, such as the Official Spectator Guide to the Games, all ticketing sales material, etc. The editorial team consisted of an executive editor, who began in October 1998, one copy editor, two senior editors, one senior writer, three associate editors and one staff writer, who were hired by fall 2000. An additional staff writer was hired in summer 2001 to work chiefly on post-Games publications.

The editorial team created and adhered to the Salt Lake 2002 Style and Usage Guide when creating and editing text. Each job, especially those assigned an A ranking, went through at least four or five stages of editing and proofreading in Creative Services. This ensured that all publications followed a consistent editorial style.

Each area within Creative Services—editorial, design, photography and production—communicated constantly and extensively with one another throughout the duration of every project in order to keep all parties informed of changes and to ensure that all publications followed a consistent look and feel. The Creative Services team published more than 42,475 pages of printed material from spring 1999 through summer 2002.

PUBLISHING PARTNERS

Sports Illustrated, Inc., as part of its IOC marketing agreement, produced the official souvenir program of the Games. The director of Creative Services, the executive editor and the design manager worked extensively with Sports Illustrated on story selection and tone, and program graphic design. Sports Illustrated also produced a daily program during the Games, which included start lists. This was one of the key benefits of Sports Illustrated producing the daily programs during the Games. Including starts lists was not only a good sales strategy for Sports Illustrated, it also eased the operational problems for SLOC. Event Services did not want to distribute loose start lists, because of the garbage that would have resulted. Creative Services, meanwhile, did not have the workforce necessary to produce daily start lists or programs. Creative Services paid for Sports Illustrated to receive the electronic results directly, and Sports Illustrated was able to work out the logistical and printing issues to produce a daily program. It was a symbiotic relationship that worked well for both parties.

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PRODUCTION •

Following the job-ranking system, production values were assigned to every printed project. C and D rated projects were usually reproduced on a high-speed laser printer (a DocuTech) provided by Xerox. Extensive use was made of Xerox's color-copying technology for these jobs as well. If a project was recurring (newsletters, etc.) color shells were offset printed, and then used as a template for the black-and-white photos and text.

A and B level projects, and those with a large quantity (more than 10,000) were offset printed offsite.

Creative Services originally contracted with local printers and paid cash for offset printing services. In fall 2000, Hallmark signed on as a Games sponsor and provided printing services, alleviating the Creative Services' budget considerably. Hallmark provided \$3.3 million of quality printing services.

While the sponsorship helped the cash budget tremendously, VIK printing required an eight-to-12 week production schedule. This added six to 10 weeks to the production, which meant that jobs had to be started much earlier, and often functions weren't operationally ready to make decisions necessary for the project to continue. Subsequently, Creative Services was often driving operational decisions to meet delivery deadlines, which was very difficult.

The print coordinator and AEs helped minimize the impact of production schedules by adjusting time lines and keeping everyone on task.

ADVERTISING •

Salt Lake 2002 began advertising in earnest in September 2000 for the first phase of ticket sales. NBC gave SLOC \$10 million worth of national, promotional airtime during the Sydney 2000 Games. In the promotional spots, SLOC chose to highlight the unique landscape of Utah, the basis of the fire and ice palette. Images of the shadow of a speed skater on the Salt Flats, the shadow of a ski jumper over Delicate Arch and the reflection of a figure skater on Mirror Lake were followed by the tag line, "The Olympic Spirit is already here...Will you be?" The spot was reedited for local ticketing and volunteer promotions.

The next phase of the ticketing campaign featured the iconic photography and the Salt Lake 2002 theme, *Light the Fire Within*. The advertisements were linked to the previous campaign and to the underlying tenet of the Games theme, the power to inspire. Headlines such as "The Olympic Spirit lasts forever. Tickets won't," were simple, striking and effective. Ticket sales spiked significantly following the ad placement. Whether in print or on television, the look and feel of the advertisements laid the groundwork for Games-time look and video styles.

Most advertisements were placed with VIK. In addition to NBC's \$10 million worth of national television placement during the Sydney 2002 Games, KSL TV provided \$600,000 of local television placement from fall 1999 through the Salt Lake 2002 Paralympic Winter Games. Sports Illustrated provided \$2.5 million in placement in AOL Time Warner publications including *Sports Illustrated*, *Time* and others. Joint ticketing promotional campaigns were undertaken with Tickets.com, the online ticketing provider, Smith'sTix, the local ticketing outlet and JetSet Sports, the premium ticket/lodging package provider. USA Today provided \$6 million worth of national placement in its publication, and such local newspapers as the *Salt Lake Tribune* and *Deseret News* provided \$500,000 worth of placement each. A local billboard company provided boards from December 2001 through March 2002. Inserts in billing statements were provided by Bank of America and local gas company Questar. Delta Airlines provided in-flight advertising in its video programming, in *Sky* magazine, and even on incidentals such as snack packaging. Very little cash was used for placement. Most of the paid advertising was used to promote ticket sales for the Salt Lake 2002 Paralympic Winter Games during the Salt Lake 2002 Olympic Winter Games.

All these advertisements used the iconic photostyle, or film footage of the Games or Paralympics and the Games theme *Light the Fire Within*. They provided a foundation and preview of the Games-time look, which helped Salt Lake 2002 define its chapter of the Olympic Winter Games.

TRANSLATION •

Because the two official languages of the Olympic Games and Olympic Winter Games are English and French, many of the major Creative Services projects were translated into French. The translation specialists translated approximately 25 percent of all Creative Services projects;

all signage, and portions of info2002 and the official website. Announcements and protocol segments of Opening and Closing Ceremonies, Medals Ceremonies and sport competitions were also translated.

Early organizers at SLOC split translation and interpretation services between two functions. Translation was included in Creative Services, and interpretation was handled by ICS. Although an argument can be made to include translation in the function responsible for producing material to be translated, it may have been more beneficial to put the programs back together under ICS or a similar department. Creative Services would then become the major client of translation services, without a direct reporting relationship.

SLOC formed a convention with the French government in 2001. Under the terms of the agreement, translation interns came to work in Salt Lake City in 2001, an English/French Olympic lexicon was developed, French classes were offered to staff members from the University of Utah, an interactive CD teaching basic French for winter sports was produced, and a French film festival and concerts were held in Salt Lake City before and during the Games.

R E C R U I T M E N T O F T R A N S L A T I O N T E A M

The team included a translation manager (hired in May 2000), a translation specialist (hired in April 2001), and nine translators (one hired in August 2001, one in October 2001, and the seven others on 7 January 2002). Two of the potential translators preferred not to come to Salt Lake City, fearing for their personal safety following the 11 September attacks. At Games-time, the team was made up of 11 translators.

With 15 sports and 78 events, the Salt Lake 2002 Olympic Winter Games represented a major challenge to professional translators. In addition to the large number of different sports—each a different topic in itself—the texts to be translated ranged from legal to medical to radio frequency to security to pharmaceutical. It is commonly accepted that it takes a minimum of five years to develop the skills to become a professional translator. It takes another 5+ years to make a competent Olympic



Far left: Creative Services designed a series of sport posters which depicted winter athletes set in unique parts of Utah's landscape, extending the "fire and ice" palette. Center: The function incorporated photo branding into everything from guides to advertisements. Near left: the Salt Lake 2002 medals design maintained the brand.

translator. This additional time is necessary to acquire the various vocabularies, lingoes and especially the knowledge and concepts without which one cannot translate correctly.

This explains why it is hard to find good Olympic translators. Out of a total of more than 170 applicants who were screened, then sent a test by e-mail, only 12 translators were selected. Very good freelance translators have a clientele they can't afford to leave for more than a few weeks, provided they can plan in advance. The eight-week assignment before and during the Games was the perfect duration.

TRANSLATION INTERNSHIP PROGRAM

Creative Services and the French government ran the translation internship program from April through January 2001. Five different batches of students from French translation schools ESIT and ISIT (two or three students at a time, 12 students in all) spent two months in Salt Lake City. The French government paid for air travel and a living stipend for the interns; SLOC provided living quarters a few hundred meters from headquarters.

Interns are not yet professional translators and need a lot of guidance. They are eager to learn, but need regular feedback on their work. Every single translation they do needs to be edited, though some were able to do an excellent job on short texts. A translation team is unable to give the interns the attention they need in the three months preceding the Games, because this is the most intense period of time concerning linguistic needs.



Creative Services managed film and video operations for SLOC. Far left: A torchbearer stands atop Snowbasin Ski Area for the "light the Fire Within" video shoot. Near left: Director Geno Salvatori shoots the scenery that millions would see in 2002.

CREATIVE SERVICES

GAMES-TIME OPERATION

OLYMPIC VILLAGE NEWSPAPER

• Creative Services published the Olympic Village newspaper, *The Olympic Record*, from 28 January to 26 February 2002. A Creative Services senior editor and senior designer worked with a 15-person student staff from the University of Utah to write, edit, layout, print and distribute the daily paper. Creative Services' translation team translated the paper into French every day.

VICTORY MEDALS BOXES AND DIPLOMAS

Creative Services managed the production of hand-lettered diplomas for medalists in the Olympic Village during the Games. One account executive and 11 contracted calligraphers had an office in the International Zone where they produced diplomas for the day's medalists in gold, silver and bronze ink. The diplomas were then inserted into the medals' walnut display boxes, encased in a deerskin bag and given to NOC Services to distribute to the medalists.

THE OFFICIAL COMMEMORATIVE BOOK,

THE FIRE WITHIN, AND THE OFFICIAL REPORT

The primary concern of the Creative Services group during the Games was the photography and editorial production for the Official Commemorative Book, *The Fire Within*, and *The Official Report of the XIX Olympic Winter Games*. Twelve of the country's best art photographers came to photograph the Games in an artful and intimate way. The director of Creative Services and manager of production and photography worked with International Federations, sport managers, venue managers and Press Operations to gain access for these photographers that has been unheard of in recent Games. This

enabled the photographers to use a wide variety of cameras and techniques, and produce a book on the Games from an artist's rather than a photojournalist's perspective.

The manager of production and photography had the daunting task of scheduling the 12 photographers, 11 venue photo editors and two film runners every day during February.

Eleven writers and editors, supervised by the executive editor, were assigned to a competition venue in order to gather information on the athletes and cover the competition. Stories were filed daily either on-site or at the Main Media Center.

After the Games, the Design Manager edited more than 50,000 images down to 5000. These images were scanned and cataloged by the photo and design teams by April 2002. The quick turnaround is due largely to the excellent preplanning of the manager of production and photography. An effective film labeling and captioning system and well-organized computer asset management program contributed to the success of the operation.

The book went to print in August 2002.

FILM AND VIDEO PRODUCTION AT OLYMPIC MEDALS PLAZA AND CLOSING CEREMONY

At Games-time, Creative Services film and video team produced nightly reels for OMP, highlighting the day's competition. Video salutes for each night's medalists were also produced, featuring their winning performances. Concurrently, a high-end Legacy tape of the Games was produced to play at the Closing Ceremony. The piece was developed as a companion to SLOC's signature video *Light the Fire Within*. SLOC also provided an executive producer and three film crews to the IOC to film the transfer of knowledge videos during the Games. SLOC used the footage in a 45-minute souvenir video that was given to all of the staff and volunteers.

The nightly videos at Olympic Medals Plaza and the piece for Closing Ceremony required additional staff and equipment. One full-time executive producer, two full-time AVID edit bays and editors (working 08:00 to 19:30 for 17 days), one full-time smoke edit bay and editor, one full-time director, one full-time runner and one full-time production assistant worked on the projects for OMP and the Closing Ceremony.

Assisting the IOC with video TOK and producing the staff souvenir video required one full-time producer, nine camera and utility operators, two full-time tape loggers and an additional AVID edit bay during the Games.

A D V E R T I S I N G

During the Games, cross-promotion was the main advertising strategy. All the venue video boards had programming that promoted Olympic ticket sales for undersubscribed events, arts and culture programs, Closing Ceremony and the Salt Lake 2002 Paralympic Winter Games. Sale of the Official Commemorative Book, *The Fire Within*, was also promoted. Local newspaper, billboards and television airtime was used to promote the same products during the Olympic Winter Games. Paralympic ticket and book advertising continued through 16 March, the end of the Salt Lake 2002 Paralympic Winter Games.

G A M E S - T I M E T R A N S L A T I O N

The team included only 10 translators plus one manager, at work seven days a week, between 28 January and 24 February, from 06:00 until 23:00, in shifts of nine hours. Three translators worked mainly for the daily Olympic Village newspaper, one of whom went to the newspaper offices every

evening for last-minute captions and layout in French. Three worked mainly on IOC reports and documents, and four on info2002. The translation manager edited almost all the newspaper articles and the IOC documents.

Creative Services was only able to translate 25 percent of info2002, although a large number of "static" files were translated beforehand. Creative Services was short four or five translators (two who did not come for fear of security and two who did not perform as expected and required). The focus of the translation team was on quality rather than quantity.

All the texts received during the Games were in English and all translation work was into French. While pre-Games translation needs centered around a very wide variety of topics (law, medical, IOC, organization, radio, lodging, frequency, transportation, security), Games-time needs centered around sports news, results, flash quotes, daily newspaper, IOC/OG meetings reports and comments and articles for info2002.

No interns were used at Games-time.



The Creative Services project manager consults with photographer John Huet with the Hoberman Arch and Olympic Medals Plaza in the background, far left. Center: Unique devices were used to create the "Shadows" advertisements. Near left: A photographer shoots the Salt Flats, outside of Salt Lake City, for advertising.

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CREATIVE SERVICES CORE STAFF •

DIRECTOR OF CREATIVE SERVICES – OCTOBER 1998 (40 MONTHS)

- Legal Coordinator – September 2000 (17 months)
- Administrative Assistant – February 1999 (36 months)

PRODUCTION AND PHOTOGRAPHY MANAGER – MAY 1999 (33 MONTHS)

- Account Executives (3) – May 2000 (21 months)
- Print Coordinator – May 1999 (33 months)
- Photo Editors (3) – June 2000 (20 months)
- Official Commemorative Book art photographers and assistants (13) – February 2002
- Official Report photojournalists (2) – February 2002

DESIGN MANAGER – JUNE 1999 (32 MONTHS)

- Senior designers (4) – June 2000 (20 months)
- Designers (5) – June 2000 (20 months)
- Diploma Calligraphers (11) – February 2002

EXECUTIVE EDITOR - MARCH 1999 (35 MONTHS)

- Senior editors (2)
- Associate editors (3)
- Copy editor
- Staff writers (2)
- Olympic Village newspaper student staff (15) – February 2002

FILM AND VIDEO MANAGER - MAY 2000 (21 MONTHS)

- Video coordinator – January 2000
- Video producer TOK – September 2001
- Games-time editors, crew and producers (17) – February 2002

TRANSLATION MANAGER - JUNE 2000 (20 MONTHS)

- Translation Specialists (3) February 2001 (12 months)
- Translators (7) January 2002
- French government-sponsored interns (two, rotating every two months), April 2001 (10 months)

Core management staff was hired by June 1999 (32 months).

Core creative staff was hired by September 2000 (17 months).



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Opening Ceremony

R I C E - E C C L E S O L Y M P I C S T A D I U M

L O O K O F T H E G A M E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: August 2000 • Ended: May 2002
-

R E P O R T E D T O

Scott Givens, managing director, Creative Group

P R O G R A M D E L I V E R A B L E S

- Developed, managed and implemented the Look of the Games by providing a consistent and uniform image with regard to Olympic and Salt Lake 2002 branding.
 - Delivered the Look program to 10 competition venues, 12 noncompetition venues, downtown Cityscape program, Street Banner program and Host Cities.
 - Coordinated and installed Olympic marks and imagery for effective broadcast presentation.
-

B U D G E T

- Total: \$18.92 million • Cash: \$18.81 million • VIK: \$104,771
-

S T A F F

Robert Finley, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 18 • December 2001: 22

G A M E S - T I M E S T A F F I N G :

- Paid staff: 21 • Contractors: 300 • Volunteers: 0
-

K E Y C H A L L E N G E S

- Design integrity while working with local, national and international vendors and numerous substrates
 - Designing and producing Look elements for commodities that frequently change in size and/or quantity.
 - Identifying and resolving issues with land ownership, permitting and security.
-

K E Y M I L E S T O N E S

- June 1997: Logo approved
- April 1999: Mascots approved
- September 1999: Pictograms approved
- November 1999: Secondary graphic approved
- January 2000: Uniforms approved
- December 2000: Look Graphic Standards Manual (GSM) approved
- December 2000: Olympic Torch Relay Logo and Look approved
 - December 2000: Cauldron design approved
 - December 2000: Olympic Torch approved
- January 2001: *Light the Fire Within* text style approved
- May 2001: Completed conceptual design of all venues
- July 2001: IOC approved Look design philosophy and program
 - November 2001: Kit-of-Parts finalized
- February 2002: Delivered Look program to international audience



LOOK OF THE GAMES

OVERVIEW •

Look of the Games was responsible for developing and applying the visual identity and brand of the Salt Lake 2002 Olympic Winter Games in large-scale, environmental applications. This responsibility included use of the Salt Lake 2002 theme, *Light the Fire Within*, the primary color palette, "fire and ice," and execution of the graphic program throughout all Games venues and host cities, giving the Salt Lake 2002 Games a memorable visual identity for both visitors to the Games and audiences around the world.

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OTHER RESPONSIBILITIES OF LOOK INCLUDED :

- Development and implementation of the Olympic Torch Relay logo and identity program
- Creative development and project management for the creation of the torches for the Olympic Torch Relay
- Creative development and project management for the creation of the Olympic Cauldron
- Secondary Games environmental graphics for entities such as the Olympic Arts Festival, environment program and Olympic test events.

When the Creative Group was reorganized in May 2002, a refocused creative vision, which required consistency and cohesiveness among all projects, was instituted by the managing director of the Creative Group. As a result, Look returned to the drawing board on a number of projects. Although the reorganization greatly benefited Look's efforts, many of the long lead-time projects, such as design for licensed merchandise, were completed too early to be of maximum benefit to the organizing committee.

The goal of Look was to deliver an appropriate and memorable visual identity within a fairly limited budget. Decisions that needed to be made early on revolved around issues such as broadcast plans, venue spectator capacity and celebration areas. The plan, from the beginning, was to work the design program from the field of play, starting with the actual event surface that appears on camera and then work outward into concourse areas, precessional areas and, lastly, outside the venues and into the surrounding communities.

Look moved from SLOC headquarters to office space at the Main Distribution Center for the five months leading up to the Games until the end of the liquidation period. The primary responsibility during the pre-Games period was to receive and inventory Look elements and materials. A smaller trailer or shed was also necessary at each venue.

Look required approximately 1829 square meters (6000 square feet) of central warehouse space adjacent to the function's office location. Warehouse space was secured and monitored, but also needed to be available 24 hours a day and seven days a week during the Games.

Look's main Games-time activities involved maintaining the Look elements at each of the venues. Most elements, such as banners, flags and outdoor treatments, required daily maintenance and repair. The Look venue managers conducted sweep surveys each morning of the Games. After a full assessment was made for the overall Games area, teams of general laborers and professional riggers were deployed in a manner consistent with the competition schedule.

Coordination with city and local officials was essential for a successful Look program. Although city governments varied, it was critical that Look planners interacted directly with the cities' leaders. It was also necessary to develop an open dialog with the city planning commission and downtown alliance. A series of presentations to city councils created a setting that was open to the public and served as an excellent tool for communicating Look's intentions and soliciting feedback prior to activation plans being set.

Several venues including the Salt Lake Ice Center and Park City Mountain Resort also required sport conversions, which occurs when any particular venue has two or more disciplines being contested on the same field of play.



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©2002 SLOC/Jamie Schapiro



©2002 SLOC photo by Kevin Lee

Look of the Games worked extensively to enhance Utah's already majestic landscape and venues with banners, fencing and more. Far left: Banners in the "fire" palette hang in Utah Olympic Oval Center: Towers helped fans find the venues. Near left: Building-sized photographs decorated the Salt Lake City skyline.

STAFFING •

The Look team included 21 full-time employees and no volunteers. Look managed approximately 30 contracts ranging from flag and banner fabricators, light construction companies, general laborers, professional riggers, engineering firms and exhibit display manufacturers.

The Look team was split into two primary groups: design and operations. The design group, led by the design manager and senior graphic designer, was responsible for the overall development of the visual identity program. The design group also was responsible for the initial graphic programming of the Olympic venues, called the Look Master plan. The Look Master Plan is a requirement of the IOC and must be presented to the IOC Executive Committee for approval before materials can be produced.

The operations group, led by the operations manager, was responsible for procuring materials, developing the Games-time scope of work, sourcing fabricators and labor, scheduling installation and strike-out and coordinating the venue fit-up program.

During the Games period, each graphic designer was assigned between one and three Olympic venues. These designers served as Look's primary representation to the specific venue teams. The production and installation coordinators worked across all venues and with all of the contractors to deliver the Look program.

DELIVERABLES •

OLYMPIC UNIFORM PROGRAM – Look designed uniforms for 28,000 staff and volunteers in four constituency groups: medical, event operations, field of play and staff/volunteers. Designs included winter parka, vest, ski pants, gloves, hat, headband and cross pack. Development of the uniform program began 2.5 years prior to the Games, because of the extremely long lead time to fabricate 28,000 uniforms. Look also designed uniforms for the staff and 12,000 torchbearers participating in the Torch Relay.

OLYMPIC CAULDRON – Two Cauldrons were produced for the Salt Lake 2002 Olympic Winter Games. The primary Olympic Cauldron, at Rice-Eccles Olympic Stadium, stood 35.6 meters (117 feet) tall and was developed using SLOC's visual identity of fire and ice along with the Games theme *Light the Fire Within*. The secondary Heroes' Cauldron, at Olympic Medals Plaza, was 3.6 meters (12 feet) and contained many of the same graphic elements as the Olympic Cauldron. Cauldron development took approximately 22 months.

The development for the Olympic Cauldron began in April 2000. At that time, a creative brief was issued to five designers/builders. The brief presented the creative intent that SLOC hoped to capture with the Cauldron. In June 2000, the designer/builder was selected, and SLOC began the process of developing the Olympic Cauldron. Its design was presented to the IOC for approval August 2000. Shortly thereafter, design documents were created and construction began.

The Look team's primary duties during the Cauldron development phase were to provide project management services and to act as a liaison among contractors, venue development and the venue owner.

TORCH FOR OLYMPIC TORCH RELAY – The design for the Olympic Torch Relay torch also followed the visual identity of fire and ice along with the Games theme *Light the Fire Within*. Seventeen thousand torches were created for the 65-day journey from Atlanta to Salt Lake City. Design development and fabrication of the torches took approximately 18 months.

KIT-OF-PARTS – A catalog of all Look elements was produced, containing two sections—the basic kit and the custom kit. The basic kit contained all of the mass-produced elements such as street banners, flags of nations, venue processional banners, adhesive decals and media treatments. The custom kit of parts was broken down by each venue and contained all elements that would be developed as custom one-off pieces.

LOOK MASTER PLAN – The Look Master Plan was a venue-by-venue architectural layout of Look element locations and installation requirements. The master plan served as the final design document and was used to acquire IOC approval of the Look program. The Look Master Plan was also used to

quantify the needed elements and to provide vital statistics for preparing the fabrication and installation contracts.

SPONSOR RECOGNITION PROGRAM — All Olympic partners, sponsors and suppliers were presented with a recognition package for their association with the Salt Lake 2002 Games. This package included a composite logo lockup within each of the competition venues and Ceremonies venues. Look developed recognition elements and structures that employed the visual vocabulary of the existing Look program. These elements and structures provided substantial brand visibility for SLOC's partners without disrupting the overall visual identity of the Games.

SPONSOR PRESENCE PROGRAM — The sponsor presence program was an integrated Look enhancement that allowed partners and sponsors the opportunity to purchase additional brand visibility within the venues and host-venue cities. The program consisted of three packages containing a varying number of street banners, venue processional banners and full bus wraps. The Look team monitored the design of the elements closely to ensure that the program was an enhancement to the Look program and not a vehicle for overcommercialization.

CATALOG PROGRAM — Look created a series of catalogs that would allow parties associated with the Olympic Movement to purchase Look elements. Four catalogs were produced: Community Spirit Catalog, Sponsor Catalog, Arts and Culture Catalog and Host City Catalog. Each catalog contained an assortment of Look elements designed to enhance and complement the primary Look program. Each entity that received a catalog was able to use elements to decorate their individual Games-time activities. Certain customization, such as host city name and corporate logo, was permitted to increase the value to SLOC's partners.

B U D G E T / L A T E M O N E Y •

The Look budget was cut drastically during the very early stages of Games development. The Look function spent a great deal of time working to justify its financial needs. Only after ticket and sponsorship sales proved successful, did Look receive a heightened level of funding. This funding gave Look the opportunity to create a visual identity for the Games and proved to be a leading force to the overall success of the Games.

The key to success was continuing design and master planning as if Look was fully funded. Only with these plans and strategies in place was the Look team able to take full advantage of surplus money when it became available. Early on, it was decided that the design program should be put together for the best-case scenario. Budget issues were not part of the design process in the early phase of the project. The designers were charged with creating Look applications with the greatest impact possible for each venue. It was understood that these plans would need to be scaled back dramatically if the financial position did not improve. This vision made it possible to promote the Look program to SLOC senior management. Had the Look function not planned in this manner, it would have been impossible to catch up once it was given the approval to expand the program.

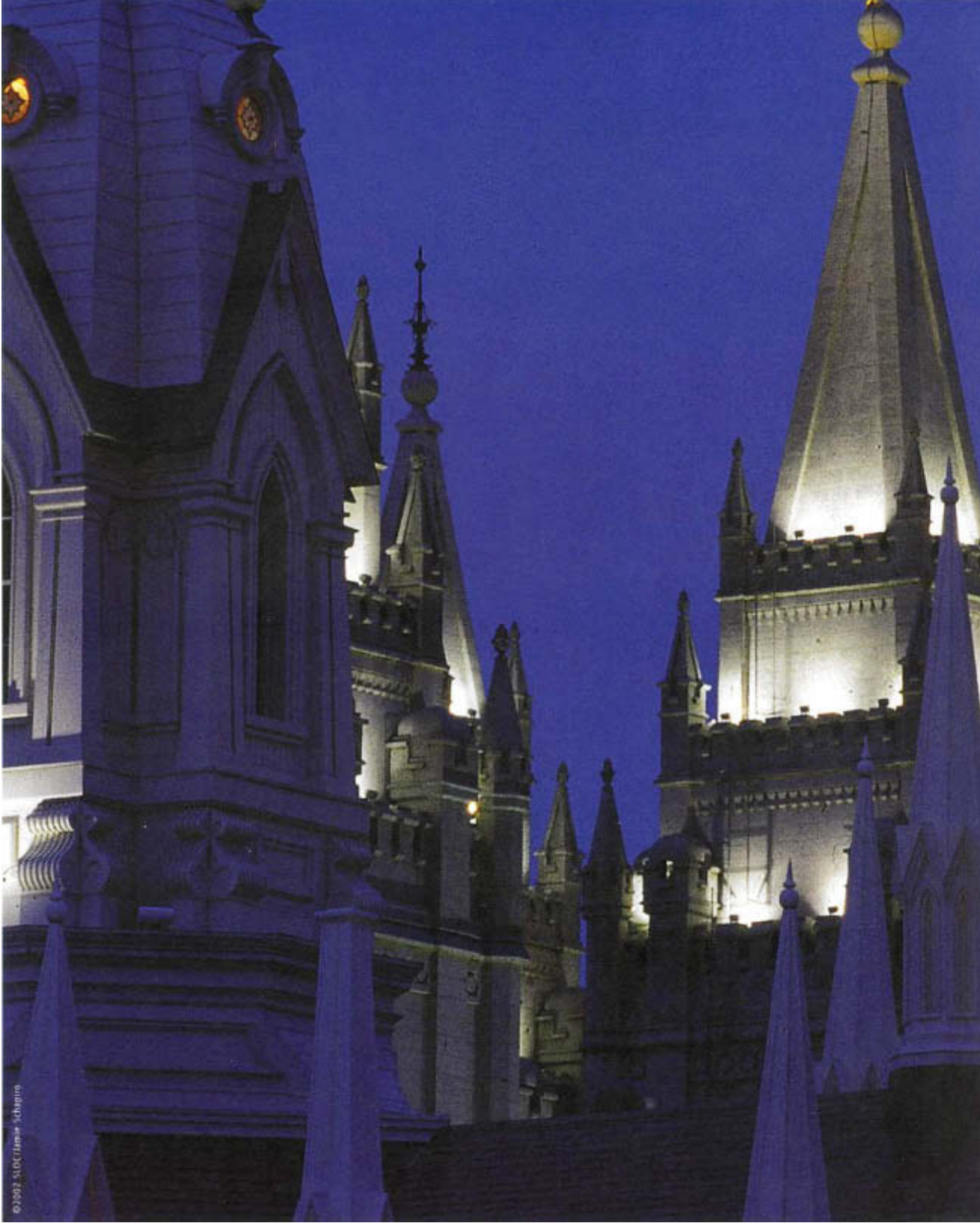


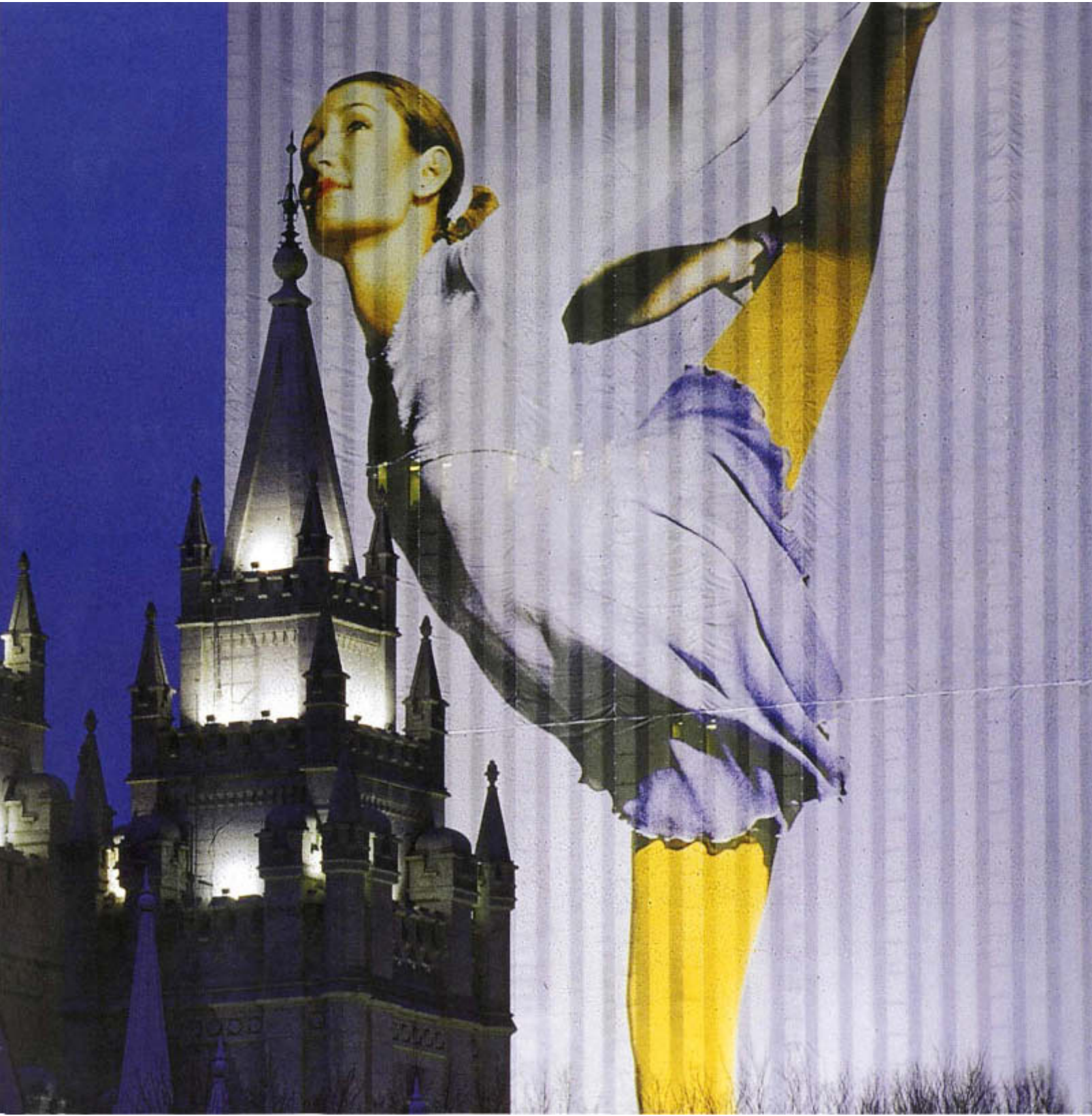
Look of the Games

D O W N T O W N S A L T L A K E C I T Y

Look of the Games

D O W N T O W N S A L T L A K E C I T Y





OLYMPIC TORCH RELAY

FUNCTION AT A GLANCE

DATES

- Formed: 1 June 1999 • Ended: 31 March 2002
-

REPORTED TO

- Kelly Flint, senior vice president, Government and Legal Affairs • Cindy Gillespie, vice president, Federal Relations and Torch Relay
-

PROGRAM DELIVERABLES

- The Salt Lake 2002 Olympic Torch Relay traveled more than 21,725 kilometers (13,500 miles).
 - The Olympic Flame was transported by 12,012 torchbearers.
 - The Salt Lake 2002 Olympic Torch Relay traveled through the United States for 65 days.
 - The Salt Lake 2002 Olympic Torch Relay passed through 46 of 50 states.
 - The Olympic Flame traveled within a support operation comprised of approximately 50 Chevrolet vehicles.
 - Each torchbearer carried the flame approximately 0.3 kilometers (0.2 miles).
 - The Olympic Flame traveled an average of 335 kilometers (208 miles) per day during a 12-hour day.
 - The Olympic Flame was ignited by the sun's rays in Olympia, Greece, and was kept in a lantern that traveled with the Relay.
-

BUDGET

- Total: \$25 million • Cash: \$21.5 million • VIK: \$3.5 million
-

STAFF

- Steven McCarthy, director • 32 prior to launch on road • 150 people on road • 10 in SLOC Command Center

PRE-GAMES STAFFING

- One year out (February 2001): 17 • December 2001: 32

PAID STAFF

- 130 people on the road • 8 in SLOC Command Center

GAMES-TIME STAFF

- 150 people on road • 10 in SLOC Command Center

VOLUNTEERS

22 volunteers

KEY CHALLENGES

- Winter weather
 - Recognition from the very beginning that there is intrinsic, inherent value in the Torch Relay and all that it enhances for the overall value of Olympic ideals and the Games themselves
 - Integration of all marketing and operational components of the Relay to ensure maximum exposure of the project and maximum receipt of sponsor/operational revenues
 - Coordination with sponsoring partners as well as providers from the outset of the project to guarantee acceptance of all destinations and roads to get there
 - Clarification of all relationships and "chains of command" to avoid intrusion of mixed messages, agendas and personalities between the OCOG, suppliers, partners and operations contractors
 - Standardization and formalization of all operating protocol and functional templates
 - Enforcement of all contractual obligations and specific coordination of all stake-holders' protocol for contractual or practical changes or amendments
 - Customization for specific needs of communities, the OCOG, NOC, IOC and related family members.
 - Communication between all to ensure adherence to a global, as well as national standard of messaging and promotion of Olympic ideals.
-

KEY MILESTONES

- June 1999: Contract awarded for Olympic Torch Relay
- December 2000: Route announced
- February 2000: Presenting partners (Coca-Cola and Chevrolet) signed on
- March 2000: Wave 1 staffing began
- January 2001: Torch design completed
- February 2001: Torchbearer selection process announced
- Torch design unveiled
- March 2001: Staff, torchbearer and support runner uniforms ordered
- May 2001: Engineering of torch completed
- June 2001: Torchbearers selected; Torch production began
- September 2001: Torchbearers announced; Slotting began
- November 2001: All vehicles procured; Look of Relay unveiled; Flame lit in Olympia, Greece; All staff arrived in Atlanta for training.



OLYMPIC TORCH RELAY

OVERVIEW •

The goal of the Olympic Torch Relay was to share the Olympic Spirit with as many people as possible, and to promote the Salt Lake 2002 Olympic Winter Games. The Torch Relay carried the Salt Lake 2002 message of *Light the Fire Within* throughout the country, thanks to the more than 12,000 torchbearers who were nominated and chosen to carry the Olympic Flame because of their power to inspire.

In March 1999, SLOC issued a "Request for Proposal" to companies or individuals interested in providing contract services for the planning and execution of the Olympic Torch Relay. After reviewing the submitted proposals, SLOC's management committee selected ALEM International Management, Inc., in May 1999, to be the Olympic Torch Relay (OTR) function for Salt Lake 2002. ALEM had performed the same duties for the 1996 Olympic Torch Relay in Atlanta, and was a consultant for the Nagano 1998 and Sydney 2000 relays. For the Salt Lake 2002 Olympic Torch Relay, ALEM was responsible for coordinating all logistical components from caravan and security coordination to routing and database development.

BUDGET •

The Salt Lake 2002 Olympic Torch Relay was organized with a zero-based budget, meaning that the total amount of money and services generated from the sponsors and providers would determine the scope of the relay. In summer 1999, OTR produced a relay route that would have the Olympic Flame pass through 46 U.S. states in 65 days before the Salt Lake 2002 Opening Ceremony on 8 February 2002. The Coca-Cola Company and Chevrolet expressed interest in becoming Olympic Torch Relay sponsors in fall 1999 and signed on for the 65-day, \$25 million Relay in February 2000. Coca-Cola and Chevrolet provided approximately two-thirds of the budget with a combination of cash and VIK services. The remaining cash and VIK were provided by a surplus of other Games VIK and nine relay providers: Delta Airlines, AT&T, Lucent Technologies, Jet Set Sports, Union Pacific, John Hancock, Pfizer, DCED and Bank of America. In exchange for their cash or services, providers were permitted to use the OTR logo internally. Each provider was given 50 to 75 torchbearer positions.

To coordinate the logistics for the Olympic Flame's 65-day journey, OTR segmented the United States into five regions. The route for each region was planned by five advance teams, consisting of two primary members each, with a support network of more than 20 team members in Salt Lake City. The advance teams were responsible for most relay field operations. They mapped the route and provided exact details specifying the precise movement of the Olympic Flame.

To ensure the success of the relay, the advance teams coordinated the logistical details of the flame's passage with the appropriate local government officials and law enforcement agencies. ALEM senior management assisted advance managers in situations beyond their resources.

Environmental variables helped to determine the feasibility of bringing the Olympic Flame to a community. A community task force of local business, civic and government representatives made recommendations that were strongly considered when planning the route. The advance teams analyzed each issue separately and presented their findings to SLOC to assist in the final route selection and execution.

Once a preliminary route was established within and between communities, a specific route with complete details, mileage and landmarks was confirmed. This was accomplished through "hard drives," which were block-by-block, road-course tours of each community along the route. Hard drives provided the information to be incorporated into daybooks, which would outline the details of each day on the relay.

The route was announced to the public 4 December 2000 and passed through 46 U.S. states in 65 days. Beginning on 4 December 2001 in Atlanta, site of the 1996 Games, 12,012 torchbearers carried the flame 21,725 kilometers (13,500 miles) before it entered Rice-Eccles Olympic Stadium on 8 February 2002 for the Opening Ceremony. The Torch Relay traveled through more than 300 U.S. communities and stopped twice a day: first for a mid-day celebration and then for an end-of-day celebration in large population centers.



Far left: Torchbearer Heidi Meili carries the Olympic Flame in Livingston, Montana. Center: SLOC held a special press conference at the Utah State Capitol to announce selected torchbearers on 4 October 2001. Near left: A young fan waits for the Olympic Torch Relay in Park City, Utah.

OTR worked closely with Media Relations, which handled the message of the Relay, and Look of the Games, which created the look and design of the torchbearer and support-team uniforms, as well as the banners and decorations used by the communities along the route.

OTR staged two test events for the Olympic Torch Relay in October 2000 and March 2001. During each test event, a sample route was covered by a scaled-down version of the relay. With a fleet of 17 vehicles—as opposed to 50 during the actual relay—OTR practiced caravan maneuvers and timing assumptions, and staged potential scenarios and medical emergencies to test responses to situations such as a heart attack, spectator interference or the attempted extinguishing of the flame.

**TORCHBEARER
SELECTION •**

SLOC, Coca-Cola and Chevrolet each selected one-third of the total number of OTR torchbearers. Each organization had its own selection process. SLOC chose the theme of *inspire* to select its torchbearers. Television and print advertising, as well as publicity on the SLOC website, encouraged people to nominate a person who had inspired him or her—from a teacher to a parent to a co-worker. SLOC received 50,000 nominations for more than 3500 torchbearer slots, so the selection process was difficult. A judging process was established through the community task forces. Nominations were separated by zip code and distributed to 96 community judging panels, who scored nominations and selected those that it found the most inspiring. This process was quite successful because the communities selected their own deserving individuals to carry the Olympic Flame. Coca-Cola and Chevrolet both received more than 125,000 nominations. Due to the large number, the companies chose nominee applications randomly, but reviewed the applications to ensure that the nominees met the *inspire* theme.

**COMMUNITY
INVOLVEMENT •**

It was important for OTR to establish and maintain communication with the communities through which the Relay was passing, so that the community would feel involved in the process and would be able to share in the spirit of the event. OTR's safety and security manager coordinated regional taskforce meetings with local law enforcement officials on the route to plan traffic management and police and security presence in each jurisdiction.

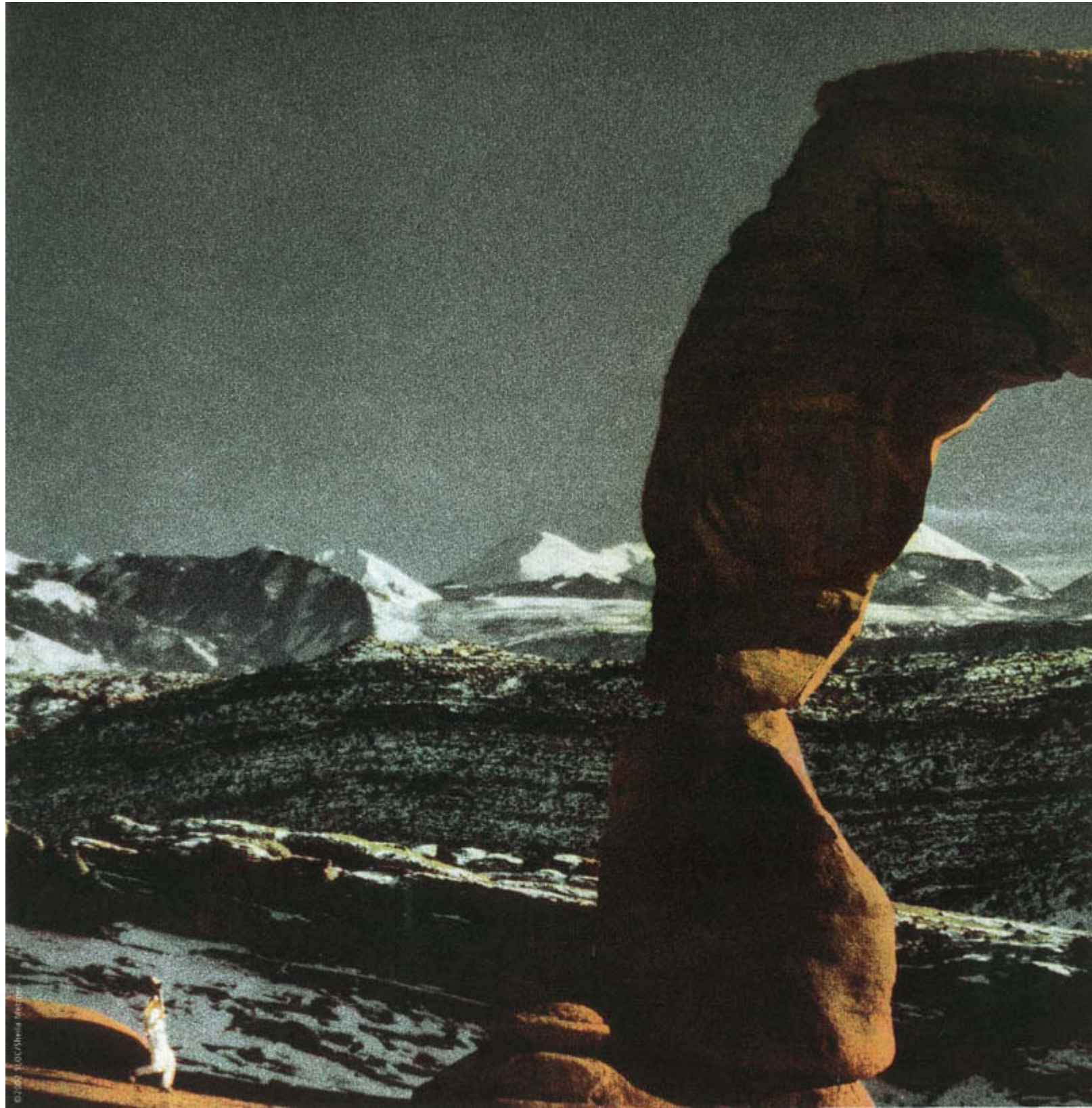
In addition to planning logistics and security details, the advance managers and the relay safety and security manager assisted in final route selection and verification, determination of celebration sites and protection against unauthorized or ambush marketing. They also helped acquire all necessary festival, event, banner and/or parade permits as well as temporary building permits for crowd activities of the presenting partners Coca-Cola and Chevrolet.

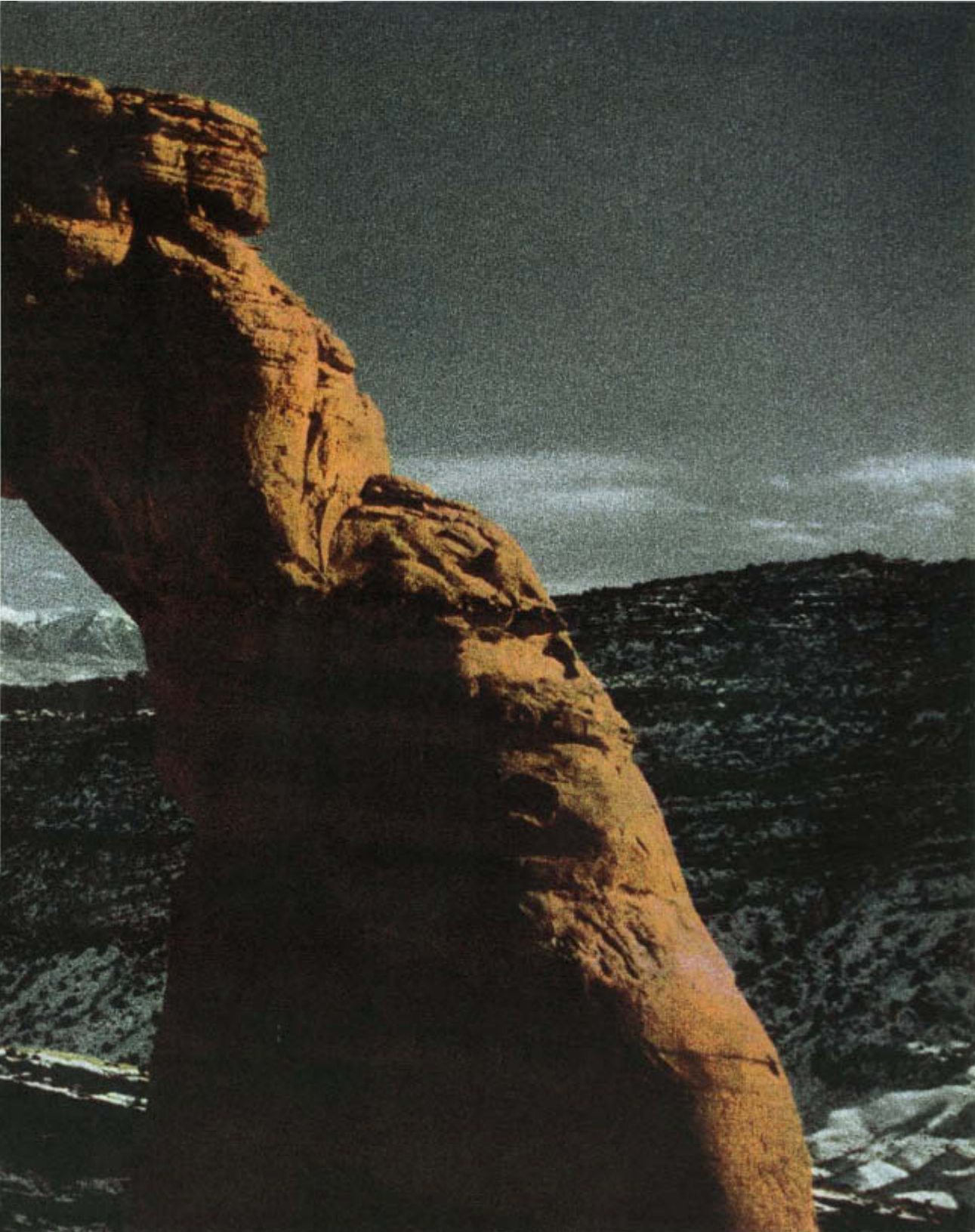
CELEBRATION SITES •

Each of the 120 communities that hosted a celebration also helped with the planning of the festivities. The production team that provided the lighting, sound and stage management for each of the celebrations was outsourced by OTR, but the local talent that performed at each event was selected through the community. OTR and each community worked together to provide the opportunity for large audiences to gather and share the experience of the Olympic Flame. Celebrations also allowed communities to showcase local culture, people and history.

SLOC's Ceremonies function selected three cities as "Signature Cities" for the relay. In these cities, SLOC retained creative control and executed the celebrations. A separate budget was established and controlled by SLOC for these events. The cities were Atlanta, New York City and Salt Lake City.

In addition, special moments were held to remember the events of 11 September 2001 at the Pentagon in Washington, D.C., the Liberty Bell in Philadelphia, and the Statue of Liberty and Rockefeller Center in New York City.





Olympic Torch Relay

DELICATE ARCH
ARCHES NATIONAL PARK, UTAH

A R T S A N D C U L T U R E

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: July 1998 • Ended: April 2002
-

R E P O R T E D T O

Mitt Romney, president and chief executive officer

P R O G R A M D E L I V E R A B L E S

- Designed, planned and organized the Salt Lake 2002 Olympic Arts Festival
 - Developed an artistic program that highlighted America's contribution to the arts and humanities, celebrated the West and its cultures and embraced Utah's pioneer heritage
 - Signed artists to develop newly commissioned work
-

B U D G E T

- Total: \$2.42 million • Cash: \$2.27 million • VIK: \$147,136
-

S T A F F

Raymond T. Grant, managing director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 5 • December 2001: 7

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 5 • Volunteers: 40 (SLOC), 130 (community)
-

K E Y C H A L L E N G E S

- Secure necessary funding for the Festival
 - Encourage attendance of local residents to Festival events
 - Maintain ticket affordability
 - Integrate ticketing and transportation
-

K E Y M I L E S T O N E S

- Late 1998: Formation of Community Advisory Board
- Early 2000: Completed background research for the program with community groups
- February 2001: Official program launch; sold more than 30% of the ticket allotment
- February 2002: Salt Lake 2002 Olympic Arts Festival featured 60 signature performances and 12 major exhibitions from internationally acclaimed artists, dancers and performers



ARTS AND CULTURE

OVERVIEW •

The Salt Lake 2002 Olympic Arts Festival highlighted the achievements of artists alongside the accomplishments of athletes. Honoring culture as the second pillar of the Olympic Movement, SLOC designed a program that celebrated America's contributions to the arts and humanities, explored the American West and embraced Utah's heritage as a crossroads of worldwide pioneers and showcased America's artistic heritage along with Utah's local cultural traditions. Just as the world's greatest athletes competed in the largest Winter Games ever, the Salt Lake 2002 Olympic Arts Festival featured the most talented artists across all mediums, and celebrated the Olympic Movement's contribution to humanity.

In July 1998, SLOC hired its artistic director for the 2002 Olympic Arts Festival, who reported directly to the president and CEO. The support of senior management bolstered the artistic program's stature within the organizing committee.

Throughout 1998, Arts and Culture remained in the planning phase of its program, and had hired a program director and an administrative assistant by the end of the year. In early 1999, SLOC brought on coordinators for both the technical and talent aspects of the program. Some members of the function had collaborated on previous projects at a major entertainment company, which helped SLOC form a cohesive and well-organized team.

Arts and Culture conducted extensive background research in the design and planning phases of its program. In September 1998, the function formed the Community Advisory Board (CAB), which consisted of local art directors, university professors and patrons. CAB held bimonthly meetings to address local views on the role of the arts during the Salt Lake 2002 Games and provided an invaluable link between SLOC and local sponsors within the Salt Lake City arts community, helping garner critical funding for the program.

Alongside the CAB, SLOC commissioned focus groups with members from the Western Arts Federation and program directors from previous organizing committees. This research produced insights into attendance patterns at Olympic cultural venues. SLOC determined four important guidelines that would enhance the program and ensure acceptance from visitors during the Games. First, tickets needed to be integrated with the overall Olympic ticket sales. Second, transportation

was critical—venues needed to be accessible from public transit. Third, SLOC needed to provide clear and consistent communication with spectators on the program's content and schedules. And fourth, because historically, 75 percent of spectators at cultural events are local visitors, ticket prices needed to be affordable for local residents.



The Olympic Arts Festival was announced at Abravanel Hall on 8 February 2001, far left. Center: Arts and Culture worked with Creative Services to produce newspaper inserts, pocket guides and playbills containing information on events. Near left: Utah artist McRay Magleby created a limited edition serigraph for the Arts Festival.

SLOC worked with many outside organizations to support the program, including major national cultural institutions in Washington, D.C., regional and local dance companies and theater operators and local universities and churches.

In addition, SLOC initiated two community funding programs. As a way to encourage participation from cultural institutions throughout the state, the Heritage Invitational Grant Program provided 40 grants of up to \$3000. These programs were promoted as an integral part of the Olympic Arts Festival.

In early 2000, SLOC completed the findings of its background research. The Olympic Arts Festival schedule—announced in early February 2001—was the first program milestone. With an initial lineup in place, the function then focused on securing funding for the performances, mainly through SLOC's donor program.

Funding for the budget was a major challenge for Arts and Culture. In the United States, cultural institutions derive a majority of their financial resources from the private sector rather than from the government. But because of the temporary nature of the Olympics, major corporations and foundations were hesitant to sponsor performances or exhibitions, given the limited exposure and promotional benefits. SLOC's marketing function offered its sponsors the option to fund cultural events under the Signature Properties program, but the response rate was low. Additionally, the IOC's strict promotional guidelines combined with SLOC's previous sponsor agreements further limited Arts and Culture's ability to solicit new corporate donors for its program.

SLOC resolved the funding crisis with generous individual contributions obtained through the Donor Program. Approximately 15 major donors, mainly wealthy individuals and foundations with a passion for the arts, provided the necessary financial resources to fund the 2002 Olympic Arts Festival.

Financial challenges forced SLOC to shorten the dates of the Arts Festival. Previous organizing committees had established longer festivals, lasting up to a year in length before their respective Games. SLOC decided to focus on high-quality talent in a condensed schedule format. (See program beginning on page 278.)

The function planned diligently for ticketing, transportation and communication for the 2002 Olympic Arts Festival. Tickets were sold in partnership with the local ticketing agency serving most Utah arts organizations. Tickets were available through SLOC's website along with competition

event tickets, a move that created additional awareness for the 2002 Arts Festival. Tickets were also sold through a toll-free number, a mail-order process and at venue box offices during the Games. In the six weeks following the programs official launch in February 2001, SLOC sold more than 30 percent of the ticket allotment for the 2002 Olympic Arts Festival.

In order to make events at the 2002 Olympic Arts Festival accessible to the local community, SLOC needed to devise a strategy that kept ticket prices low. For the festival, ticket costs averaged \$20, and more than 40 percent of the performances and exhibitions were available free of charge.

For transportation, SLOC signed a comprehensive agreement with Utah Transit Authority (UTA) that allowed visitors to use their tickets as public transit passes on all UTA bus routes and the TRAX light-rail system. In addition, SLOC chose cultural venues that were within close proximity to the Salt Lake City metropolitan area. Most cultural venues were located in downtown Salt Lake City, and all cultural events were within a 45-minute drive.

Arts and Culture worked extensively with SLOC's Creative Services group for its communications initiatives. The Olympic Arts Festival was highlighted in the official spectator guide to the Games and in the official souvenir program produced by Sports Illustrated. Creative Services published a detailed Arts Festival schedule inserted twice in local newspapers, featuring artist descriptions, event dates and ticket prices.

To generate support in the press, the Media Relations function staffed a dedicated arts and culture coordinator. Media Relations facilitated press coverage for the Olympic Arts Festival in national and local newspapers, announcing program news and updates leading up to the Games. Arts and Culture maintained an active presence on SLOC's website, saltlake2002.com. Visitors to the site received updated information and a direct link to purchase tickets. Finally, all of the cultural events were featured on the info2002 network. During the Games, the 80,000 accredited constituents had instant access to schedules and information from any of the 800 info2002 computer terminals.

More than 400,000 attendees to the Olympic Arts Festival enjoyed 60 signature performances and 15 major exhibitions from internationally acclaimed visual artists and performers.

During the Games, Arts and Culture focused on the production and presentation of arts events. Each performance involved different technical and artistic needs that determined day-to-day operations. The function assisted artists, created the appropriate technical and staging conditions for the performance, welcomed audience members into the facility and provided appropriate spectator support, produced professionally run performances and administered pre and postperformance receptions.

The function was based primarily at official Olympic Arts Festival venues, while a support staff remained at SLOC headquarters to manage artist travel and last-minute changes in performance schedules, ticket requests, accreditation and volunteer scheduling. Office hours coincided with the schedule of events.

Cultural events at nonofficial cultural venues, including Heritage Invitational Grant programs, were operated by the venue managers of those facilities (University of Utah Museum of Natural History and the Utah Museum of Fine Arts).

**TICKETS AND
ATTENDANCE •**

PERFORMANCE TICKETS:	65,496
CHIHULY 2002 EXHIBITION:	70,426
DECLARATION OF INDEPENDENCE:	150,000*
DISCOVER NAVAJO EXHIBITION:	35,000
IMAGINATION CELEBRATION:	13,000
PIANO GALLERY:	17,000*
UNIVERSITY OF UTAH EXHIBITIONS:	21,098**
SPRINGVILLE MUSEUM OF ART:	9796
TOTAL:	381,816

Note that attendance figures do not include any community events. Attendance figures were not gathered for most exhibitions.

** Estimated ** For Athletes in Antiquities and Utah's First Nations*

THE 2002 OLYMPIC ARTS FESTIVAL PROGRAM

EXHIBITIONS •

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DECLARATION OF INDEPENDENCE

Drafted by Thomas Jefferson in 1776, the Declaration of Independence is the United States' cherished symbol of liberty. During producer Norman Lear's Declaration of Independence Road Trip project, this significant document was exhibited in a 3.5 year cross-country tour stopping at the Utah State Capitol during the Salt Lake 2002 Olympic Winter Games and Paralympic Winter Games. It is one of the 25 surviving original copies printed on 4 July 1776. Along with the Declaration, an exhibition, Freedom's Journey, traced the story of the United States' quest for liberty.

CHIHULY 2002:

SALT LAKE OLYMPIC WINTER GAMES

Dale Chihuly, the creative force who elevated glass to an art form, is one of the most recognized artists in the world. He has been honored as America's first National Living Treasure. Chihuly's revolutionary work can be seen in the collections of more than 180 museums worldwide.

Chihuly's recent architectural pieces include sculptures for the Bellagio resort in Las Vegas, the Victoria & Albert Museum in London and the Tower of David Museum of the History of Jerusalem.

DISCOVER NAVAJO:

PEOPLE OF THE FOURTH WORLD

The rich cultural heritage of the Navajo American Indian nation was highlighted in this interactive exhibit. Members of the Navajo nation read creation stories and demonstrated silversmithing, weaving, carving and basketry. The last of the original code talkers from World War II shared the Navajo's secret wartime communication method.

UTAH ARTS / UTAH ARTISTS

The Springville Museum of Art and curators Robert S. Olpin, William C. Seifrit and Vern G. Swanson brought together more than 200 Utah artists' works in a major exhibition of Utah's history, people and culture. The Springville Museum of Art is Utah's oldest visual arts museum. The Spanish colonial-style building was completed in 1937 and houses a collection of more than 1500 works of art.

UTAH'S FIRST NATIONS: PEOPLES OF THE GREAT BASIN AND COLORADO PLATEAU

The Utah Museum of Natural History hosted an exhibition that presented the traditions, social histories and present-day life of the American Indians of the Great Basin and the Colorado Plateau. Included were the Goshute, Navajo, Northern Ute, Northwestern Shoshone, Southern Paiute, Skull Valley Goshute and White Mesa Ute tribes.

THE MONUMENTAL SCULPTURES OF ALLAN HOUSER

Allan Houser (1914–1994), a descendant of Chiricahua Apache Indians, was one of the country's most influential and respected artists. His work is in the collections of the Smithsonian Institution, the Centre Pompidou in Paris, the Metropolitan Museum of Art and the Museum of Modern Art in New York City. Fifteen of Houser's sculptures were displayed at Washington Square surrounding the City and County Building and two at Salt Lake City International Airport.

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Pilobolus Dance Theatre, far left, was one of many dance troupes to perform during the Games. Center: Dale Chihuly's magnificent glass sculptures graced Abravanel Hall and the Salt Lake Arts Center. Near left: Washington Square displayed several of the late sculptor Allan Houser's pieces.

HOMELAND IN THE WEST: UTAH JEWS REMEMBER

Curated by Eileen Hallet Stone, more than 150 black-and-white photos dating from 1854 to the present told the story of Utah Jewish life in the 19th century.

OLYMPEX EXHIBITION

Collectors from around the world joined exhibitors from the Olympic Museum in Lausanne, Switzerland, for one of the largest displays ever of Olympic Winter Games memorabilia. Curated by Manfred Bergman.

ATHLETES IN ANTIQUITY:

WORKS FROM THE J. PAUL GETTY MUSEUM

The Utah Museum of Fine Arts showcased art and artifacts illustrating ancient Greece's cultural legacy and its effect on the Western world. Jewels, vases depicting Greek sport and one of the Getty Museum's most important bronze sculptures, Statue of a Victorious Youth, were featured. Supported by the S. J. and Jessie E. Quinney Foundation



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©Keith Proctor



©Women Beyond Borders, Art Access Gallery

Dale Chihuly's "Olympic Tower," far left, was created from 1129 pieces of twisted red glass. Center: Salt Lake gallery strolls were part of the Olympic Arts Festival. Near left: "Women Beyond Borders" featured boxes decorated by women artists and displayed at Art Access Gallery in Salt Lake City.

OLYMPIC PIANO GALLERY:

STEINWAY & SONS' LEGENDARY PIANOS

During the Olympic Arts Festival, visitors had the rare opportunity to play four pianos owned by and made for musical legends: Vladimir Horowitz's concert grand; a concert grand owned and played by Van Cliburn; a grand designed by Frank Pollaro, in honor of the 100th anniversary of George Gershwin's birth and the 500,000th Steinway made for Steinway & Sons' 135th anniversary. These stunning instruments were exhibited and available to the public to play in the lobby of Abravanel Hall. In addition, a piano designed by Dale Chihuly was unveiled at the opening of the event. People were able to play that piano as well.

WOMEN BEYOND BORDERS

Women Beyond Borders, an unprecedented grassroots project, united artists and curators from 33 countries. Art Access Gallery displayed 125 boxes made by women from Russia, Bosnia and Herzegovina, Mexico, Vietnam and Cuba. The work of 20 Utah women, including Reyes Madlena, Trent Alvey and Lee Bennion, was also featured.

CHILDREN BEYOND BORDERS

Inspired by the success of Women Beyond Borders, VSA Arts invited children with disabilities from more than 50 countries to paint and decorate miniature cardboard boxes. The result, Children Beyond Borders, was a collection of original artwork that expressed children's ideas, dreams and visions.

BRIAN AND JOE SHOW

The Olympic Arts Festival showcased the collaborative work of Brian Kershisnik and Joe Adams. Kershisnik is a professional artist from rural Utah, and Adams is Kershisnik's neighbor and friend who has Down's syndrome. The two had worked together for eight years on artwork that is haunting and sophisticated, which neither could have produced on his own.

SALT LAKE GALLERY STROLL

Every Friday evening during the Games, downtown galleries opened their doors to display a wide variety of visual art from pastel drawing to metal sculpture.

QUILTS ACROSS AMERICA
FROM THE AMERICAN CRAFT MUSEUM

Quiltmaking, one of the United States' oldest art forms, unites practical function with creative expression. Recently, artists have returned to this classic medium, using the quilt as a canvas for personal exploration, and political and social commentary. Students from 250 schools across the country were each asked to create a 48-centimeter (19-inch) square quilt block depicting his or her vision of life in their state in the 21st century. A committee of curators chose one block from each state to comprise the final triptych. These young artists showed a world without disease, worry, poverty and fear. Their quilts told stories of faith in and optimism for the future.

THE NAZI OLYMPICS: BERLIN 1936

In 1931, the German Weimar democracy was awarded the 1936 Games. Within two years, however, Adolf Hitler had become chancellor of Germany, and the internationalist spirit of the Olympic Games was largely ignored by the Nazi regime. During the 1930s, Americans and other Westerners questioned whether their participation in the Berlin Games would endorse Hitler's regime. Others argued that sports and politics remained separate.

This powerful exhibit provided visitors with a visual history of the complex political and social climate surrounding the period just before the Holocaust and World War II. Curated by the National Holocaust Museum in Washington, D.C., and the University of Utah's Marriott Library. Special support from John and Marcia Price.

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OLYMPIC AID EXHIBITION:
EVERY CHILD HAS THE RIGHT TO PLAY

Through Olympic Aid, a humanitarian organization, athletes raise funds for disadvantaged children around the world. The work of Norwegian photographer Karin Beate Nøsterud, whose vivid photographs document Olympic Aid's work with refugee children in Africa, was on exhibit at the Gateway Center in Park City.

DANCE •

ALVIN AILEY® AMERICAN DANCE THEATER

Olympic Premiere

The world-renowned Alvin Ailey American Dance Theater presented a ballet inspired by Olympian Florence Griffith Joyner and commissioned by the Olympic Arts Festival. Alvin Ailey Dance Theater was formed in 1958 after a performance by a group of young, black, modern dancers at the 92nd Street Young Men's Hebrew Association in New York City. The company, led by Ailey until his death in 1989, has earned a reputation as one of America's most acclaimed international ambassadors of American culture. The company promotes the uniqueness of black cultural expression and preserves and enriches the American modern dance heritage. Judith Jamison is artistic director and Masazumi Chaya is associate artistic director.

PETE SEEGER WITH CHILDREN'S DANCE THEATRE

Grammy Award-winning folk singer Pete Seeger and Children's Dance Theatre joined their talents to present a celebration of American folk music and children's dance. Pete Seeger has intertwined his passion for civil rights, peace and the environment with music for more than 60 years. Children's Dance Theatre, established in 1949 and under the direction of Mary Ann Lee, boasted a group of young, talented dancers from Utah.

BALLET WEST

Ballet West, one of America's leading ballet companies, presented "A Gala Celebration of 20th Century Masterworks," featuring works by Jerome Robbins, Dutch choreographer Hans van Manen and George Balanchine. Jonas Kåge was the artistic director. Special support from Janet Q. Lawson and Frederick Q. Lawson.

RIRIE-WOODBURY DANCE COMPANY

World Premiere

Ririe-Woodbury Dance Company presented the world premiere of a dance created for the 2002 Olympic Arts Festival by gifted choreographer Daniel Ezralow. The company also performed "Let's Dance" by New York City's Doug Varone. Ririe-Woodbury Dance Company, founded in 1964 by Shirley Ririe and Joan Woodbury, is a force in developing dancers and commissioning new works by contemporary choreographers. Support was provided by Emma Eccles Jones Foundation.



Far left: Children's Dance Theatre appears with folk singer Pete Seeger (not pictured). Far center: Tap dancing legend Savion Glover dances at Ahavanel Hall. Near center: Pilobolus Dance Theatre displays a complex move. Near left: A member of Alvin Ailey American Dance Theater performs.

MICHAEL MOSCHEN

With seemingly no effort, Michael Moschen juggled crystal balls, flaming torches and metal rods in a performance that incorporated movement, mime, philosophy and architecture. Michael Moschen has appeared at Lincoln Center for the Performing Arts, Brooklyn Academy of Music's Next Wave Festival and the Spoleto Festival, among others. He is the recipient of a MacArthur Fellowship.

REPERTORY DANCE THEATRE

Repertory Dance Theatre presented three masterpieces by the founders of modern dance: Martha Graham's "Diversion of Angels" (1948), Doris Humphrey's "With My Red Fires" (1936) and Helen Tamiris' "Dance for Walt Whitman" (1961). This was the first time in 70 years that the works of these choreographers had been performed together.

P I L O B O L U S D A N C E T H E A T R E

World Premiere

The Olympic Arts Festival commissioned a world premiere by Pilobolus Dance Theatre. The piece reflected the concentration and grace of Olympic athletes, mixing gymnastics and humor to defy gravity and test human limits in dance. Pilobolus is in its fourth decade of performance and continues to create innovative contemporary dance.

J O S É L I M Ó N D A N C E C O M P A N Y

L I M Ó N A N D J A Z Z

The José Limón Dance Company performed "Limón and Jazz," which featured choreography by Donald McKayle with music by James Newton. Swing choreographer Billy Sigenfeld created a new dance set to three classic jazz standards. The evening also featured a revival of Limón's Psalm with new music from American composer Jon Magnussen. The Weber State University Choir from Ogden, Utah, and local musicians accompanied the performance.

A X I S D A N C E C O M P A N Y

AXIS Dance Company performed "Fantasy in C Major," created for the company by visionary choreographer Bill T. Jones and set to Franz Schubert's music by the same name. AXIS recently won an Isadora Duncan Dance Award for the performance of this piece. Since 1987, AXIS Dance Company has pioneered a new world of dance—a collaboration between dancers with and without disabilities—creating fantastic and playful movements. Judith Smith and Nicole Richter were co-artistic directors.

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S A V I O N G L O V E R

In Concert with Ti Dii

Through his groundbreaking work as a dancer and choreographer of the Broadway hit "Bring in 'Da Noise, Bring in 'Da Funk," Savion Glover has shown an extraordinary ability to use his tap shoes as musical instruments. This Tony Award-winning dancer created a one-of-a-kind dance performance for the Olympic Arts Festival by performing with tap group Ti Dii and a jazz quartet featuring Gregory Jones, Patience Higgins, Eli Fountain and Danny Mixon.

A M E R I C A N F O L K B A L L E T

The American Folk Ballet presented "The Great American West," a reflection of America's spirit and a history of the country's pioneers. Burch Mann (1903–1996), a historian, philosopher, educator, writer and choreographer, founded the American Folk Ballet, which is located at Southern Utah University. Mann discovered the ballet's themes and dance styles in America's folk history and pioneering roots.

F I L M •

B U D G R E E N S P A N

For three nights, Olympic filmmaker Bud Greenspan presented a series of films followed by discussions with the audience. Greenspan has chronicled the Olympic Games for more than forty years. He has produced six official Olympic films and has won the George Foster Peabody Award and the Director's Guild of America Lifetime Achievement Award.

E . T . - T H E E X T R A T E R R E S T R I A L
2 0 T H A N N I V E R S A R Y

In celebration of the 20th anniversary of Steven Spielberg's beloved classic, *E.T. The Extra-Terrestrial*, Universal Pictures and Amblin Entertainment presented a new version of the film. It included never-before-seen footage, state-of-the-art computer-generated enhancements and a digitally remixed soundtrack. Film presented by Kathleen Kennedy and Frank Marshall.

S P O K E N W O R D •

W H Y T H E C O W B O Y S I N G S :
A N E V E N I N G O F P O E T R Y A N D S O N G

Some of America's best cowboy poets gathered at Capitol Theatre to entertain with poetry and songs celebrating the sights, sounds and traditions of the American West. The performance, hosted by one of the West's foremost cowboy poets, Waddie Mitchell, featured the Stephanie Davis Western Swing Band, Navajo cowboy humorist Vincent Craig, traditional cowboy singer Glenn Ohrlin and Texas cowboy poet Joel Nelson. Through humor, music and stories, these cowboys roped the audience into their rustic world. This performance coincided with KUED-TV's (public television) airing of the documentary entitled *Why the Cowboy Sings*. Produced by Hal Cannon and the Western Folklife Center.

T H E F A V O R I T E P O E M P R O J E C T

The Favorite Poem Project, created and hosted by the 39th U.S. Poet Laureate Robert Pinsky, captured American voices and represented people with varying regional accents, ages, professions, education and backgrounds. Participants in the program were Anna Montoya, Chase Peterson, Detralius Cooks, Ellen Mitchell, Eugenie Hero, Rebecca Davenport and Dave Thomas.

M U S I C •

U T A H Y O U T H S Y M P H O N Y

Young musicians from around the world joined the Utah Youth Symphony to perform Aaron Copland's "Third Symphony," Leonard Bernstein's symphonic dances from *West Side Story* and a newly commissioned arrangement featuring Olympic fanfares. The Utah Youth Symphony is a volunteer-supported, independent, nonprofit organization. Barbara Scowcroft was music director. Support provided by Emma Eccles Jones Foundation.

U N I T E D S T A T E S A R M Y
F I E L D B A N D A N D S O L D I E R S ' C H O R U S

From Boston to Bombay and Tokyo to Toronto, the United States Army Field Band and Soldiers' Chorus has been thrilling audiences for 55 years, showcasing a wide range of music from classical to pop and jazz. The premier touring band of the U.S. Army, the Field Band performed music by American composers Morton Gould, Aaron Copland, Leonard Bernstein and others, while accompanied by the Soldiers' Chorus.

UTAH OPERA PERFORMS

STEPHEN SONDHEIM'S "A LITTLE NIGHT MUSIC"

With sophisticated wit and extraordinary melodies including "Send in the Clowns" and "A Weekend in the Country," Stephen Sondheim's "A Little Night Music" has been hailed as the greatest operetta in the past 50 years. Utah Opera's production honored this Tony Award-winning musical with international artists, the musical accompaniment of the Utah Symphony and new sets and costumes created by Broadway designers. Special support from Janet Q. Lawson and Frederick Q. Lawson.

THE RUSSELL MALONE QUARTET

Virtuoso guitarist Russell Malone brings new meaning to the term versatility, whether he's playing a down-home, gut-bucket blues or a lush, melodic ballad. Malone's musical journey began in his church, continued with the study of the blues-and-country sounds of his native Georgia and drew insights from some of jazz's great mentors.

The Russell Malone Quartet (Russell Malone, Benny Green, Bob Cranshaw, E.J. Strickland) performed with special guest artists Jimmy Owens and Frank Wess.

AUDRA MCDONALD WITH THE UTAH SYMPHONY:
KEITH LOCKHART CONDUCTS

Three-time Tony Award-winner for her roles in *Ragtime*, *Master Class* and *Carousel*, Audra McDonald performed with the Utah Symphony in a program that featured the music of great American composers George Gershwin, Leonard Bernstein and Duke Ellington. Supported by S.J. and Jessie E. Quinney Foundation.



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©Cappi Productions/Neal Waters

A collection of Steinway & Sons pianos was available for the public to play at the Abravanel Hall lobby, far left. Center: Folk singer Pete Seeger performs at Capitol Theatre. Near left: Filmmaker Bud Greenspan hosted three evenings of his official Olympic films.

ITZHAK PERLMAN WITH THE UTAH SYMPHONY

Violin virtuoso Itzhak Perlman performed Mozart's Violin Concerto No. 3 in G major as a soloist and was guest conductor for Tchaikovsky and Mozart symphonies with the Utah Symphony. Perlman has accompanied every major orchestra in recitals and festivals throughout the world and was recently appointed principal guest conductor of the Detroit Symphony. Supported by the Marriner S. Eccles Foundation.

ELAINE PAIGE WITH THE UTAH SYMPHONY :
KEITH LOCKHART CONDUCTS

Elaine Paige, the first lady of British musical theater, performed the music of Andrew Lloyd Webber and other great composers. Paige, an international singing sensation and celebrated performer, created the title role in the original stage production of *Evita* and Grizabella in *Cats*. Special support from Janet Q. Lawson and Frederick Q. Lawson.

MARCUS ROBERTS WITH THE UTAH SYMPHONY :
SCOTT O'NEIL CONDUCTS

Jazz pianist Marcus Roberts and his trio, featuring Roland Geurin on bass and Jason Marsalis on drums, joined the Utah Symphony for two evenings of classical jazz and improvisation.

FREDERICA VON STADE AND THE
MORMON TABERNACLE CHOIR PERFORM
WITH THE ORCHESTRA OF TEMPLE SQUARE

Frederica von Stade is one of the world's most admired opera stars. Since her 1970 Metropolitan Opera debut in New York City, she has sung nearly all of the great roles at the Met, the San Francisco Opera, the Lyric Opera of Chicago and many other leading American theater companies. Von Stade's numerous recordings have earned her six Grammy nominations, two Grand Prix du Disque awards, and prizes throughout Germany and Italy. In 1998, Von Stade was appointed an officer of L'Ordre des Arts et des Lettres, France's highest honor in the arts.



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Photo Courtesy Utah Youth Symphony



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Far left: The Russell Malone quartet entertained audiences with jazz. Far center: Violinist Itzhak Perlman appeared with the Utah Symphony. Near center: The Utah Youth Symphony provided one of many musical concerts. Near left: Evelyn Glennie performed with the Mormon Tabernacle Choir.

RICHARD STOLTZMAN AND THE MORMON TABERNACLE
CHOIR PERFORM WITH THE ORCHESTRA
OF TEMPLE SQUARE

Clarinetist Richard Stoltzman crosses musical genres. A guest soloist with more than 100 orchestras, a chamber musician and a jazz artist, Stoltzman has worked with a wide range of performers including Chick Corea, Mel Tormé and Keith Jarrett. He has won two Grammy awards, one in 1983 for his recording of Brahms Sonatas and the second, in 1996, for a collection of works by Beethoven, Brahms and Mozart, which he recorded with cellist Yo-Yo Ma.

KING'SINGERS AND THE MORMON TABERNACLE CHOIR
PERFORM WITH THE ORCHESTRA OF TEMPLE SQUARE

The king'singers, made up of six English male vocalists, are one of the world's most sought-after a cappella ensembles. Its vast repertoire includes 16th century madrigals, choral masterpieces and new arrangements of popular hits.

EVELYN GLENNIE AND THE MORMON TABERNACLE CHOIR
PERFORM WITH THE ORCHESTRA OF TEMPLE SQUARE

Evelyn Glennie is one of the top international concert soloists and the only full-time solo classical percussionist in the world. Her career features performances on a vast array of instruments, a Grammy award, two Grammy nominations and 13 solo albums. She has appeared in concerts and recitals across the United States and throughout Asia and Europe.

KEEPERS OF THE FLAME

Utah's favorite contemporary musicians, Sam Cardon and Kurt Bestor, paid tribute to the Olympic Movement with a score illuminating the thrill of Olympic sport. Swedish Olympic historian Wolf Lyberg provided stories and personal memories of Olympians, which inspired Cardon and Bestor to create this musical evening.

**SPECIAL EVENTS
AND PROGRAMS •**

OLYMPIC COMMAND PERFORMANCE RODEO:
NORTH AMERICAN CHALLENGE

The Professional Rodeo Cowboys Association of the United States and the Canadian Professional Rodeo Association battled for Olympic Arts Festival medals. Individual events featured North America's top cowboys and stock competing in bareback and saddle bronco riding, calf roping, team roping, bull riding and barrel racing. The United States beat Canada 1363 to 737.

MEDALISTS:

BAREBACK RIDING

Gold: Lan LaJuenesse (United States)

Silver: Larry Sandvick (United States)

Bronze: Kelly Wardell (United States)

STEER WRESTLING

Gold: Rope Myers (United States)

Silver: Lee Graves (Canada)

Bronze: Jeff Babek (United States)

TEAM ROPING

Gold: Murray Linthicum/Rocky Dallyn (Canada)

Silver: Speed Williams/Rich Skelton (United States)

Bronze: Frank Graves/Monty Joe Petska (United States)

SADDLE BRONC RIDING

Gold: Denny Hay (Canada)

Silver: Tom Reeves (United States)

Bronze: Dan Mortensen (United States)

CALF ROPING

Gold: Jerome Schneeberger (United States)

Silver: Blair Burk (United States)

Bronze: Ricky Hyde (United States)

BARREL RACING

Gold: Molly Powell (Canada)

Silver: Deb Renger (Canada)

Bronze: Janet Stover (United States)

BULL RIDING

Gold: Blue Stone (United States)

Silver: Lee Akin (United States)

Bronze: Cody Hancock (United States)

I N T E R N A T I O N A L I C E C A R V I N G C O M P E T I T I O N

The Olympic Arts Festival and the National Ice Carving Association presented the International Ice Carving Competition with 30 two-person teams from around the world. Each team received a 1814-kilogram (4000-pound) block of Alaskan ice and was allotted 20 hours to chisel a work of art. Finished sculptures were judged on 16 February, and the top three were awarded Olympic Arts Festival medals.

MEDAL WINNERS:

Vivat Hongpong

Songtham Hongpong

Michel Amann

Patrick Roger de Campagnolle

Antonio Young

Kevin Gregory

R E E B O K H U M A N R I G H T S A W A R D S

While athletes inspired the world through peaceful competition at the Salt Lake 2002 Olympic Winter Games and Paralympic Winter Games, the 13th Reebok Human Rights Awards recognized young activists who have made significant contributions to human rights through nonviolent means. The honorees, who were all 30 years old or younger, received a \$50,000 grant from the Reebok Human Rights Foundation to further their work. The Reebok Human Rights Awards presentation at the Capitol Theatre honored the 2002 award winners with dance, music and celebrity performances.

2002 REEBOK HUMAN RIGHTS AWARDEES:

Kavwumbu Hackachima (Age 27, Zambia)

Babita Malai Lama (Age 25, India)

Malika Asha Sanders (Age 27, United States)



©NDT photo by Scott Peterson



Photo Courtesy of Art Access Gallery



Photo Courtesy of Lyn and Norman Iser



Photo Courtesy of James Beard Foundation

Far left: Repertory Dance Theatre showcased Utah's rich cultural heritage. Far center: The Brian and Joe Show displayed unique pieces of art from a unique collaboration. Near center: The Declaration of Independence was available for viewing. Near left: James Beard dinners offered participants cuisine from America's finest chefs.

THE ART OF THE TABLE: JAMES BEARD FOUNDATION DINNERS WITH CELEBRITY CHEFS

Celebrity chefs from the James Beard Foundation created culinary masterpieces for dinners and receptions. On select evenings, specially prepared James Beard dinners, coordinated by the Compass Group, were offered to Olympic Arts Festival patrons. Seating was limited to 80 guests each evening.

PARTICIPATING CHEFS:

Don Yamauhi, Riverstone, Chicago, Illinois

Charles Dale, Renaissance and R Bistro, Aspen, Colorado

Rocco Di Spirito, Union Pacific, New York City, New York

Kevin Cullen, Good Fellows, Minneapolis, Minnesota

Takashi Yagihashi, Tribute, Farmington Hills, Michigan

Norman Van Aken, Norman's, Coral Gables, Florida

Scott Cohen, Las Canarias at La Mansion del Rio Hotel, San Antonio, Texas

Nancy Silverton, Campanile, Los Angeles, California

Kevin Taylor, Restaurant Kevin Taylor, Denver, Colorado

Ken Oringer, Clio, Boston, Massachusetts

Kevin Rathbun, Nava, Atlanta, Georgia

Gary Danko, Restaurant Gary Danko, San Francisco, California

Mark Franz, Farallon, San Francisco, California

James Gerhardt, The Seelbach Hilton, Louisville, Kentucky

Brian Aspell, The Equinox, Manchester Village, Vermont

Sanford D'Amato, Sanford Restaurant, Milwaukee, Wisconsin

John Flee, Blackberry Farm, Walland, Tennessee

Michael Ginor, Hudson Valley Foie Gras, Great Neck, New York

David Reardon, Bacara Resort & Spa, Santa Barbara, California

Suzanne Goin, Lucques, Los Angeles, California

Michael Mina, Aqua, San Francisco, California

Marcus Samuelson, Aquavit, New York City, New York
 Scott McCarter, Mandalay Bay, Las Vegas, Nevada
 Stephen Young, Golden Nugget, Las Vegas, Nevada
 Ed Brown, The Sea Grill, New York City, New York
 Randy Foster, Praml International, Las Vegas, Nevada
 Janos Wilder, Janos, Tucson, Arizona
 Tim Keating, Deville Restaurant, The Four Seasons Hotel, Houston, Texas



©Patrick Endrey/dakaphotographics.com



Photo Courtesy of The Springville Museum of Art



©Eric Oetting

Far left: The city of Provo hosted the International Ice Carving Competition. Center: Utah Art/Utah Artists displayed the work of local visionaries. Near left: Ballet West performed as part of the 2002 Olympic Arts Festival.

Guillermo Pernot, Pasion, Philadelphia, Pennsylvania
 Kathy Cary, Lilly's, Louisville, Kentucky
 Sarah Stegner, The Dining Room at the Ritz-Carlton, Chicago, Illinois
 Tory McPhail, Commander's Palace, New Orleans, Louisiana
 Davis Everett, The Dining Room at Ford's Colony, Williamsburg, Virginia
 Wally Joe, KC's, Cleveland, Mississippi
 Miles James, James at the Mill, Johnson, Arkansas
 Bob Waggoner, The Charleston Grill, Charleston Place Hotel, Charleston, South Carolina
 Thierry Rautureau, Rover's, Seattle, Washington
 Walter Potenza, Walter's Locanda del Ciccio, Providence, Rhode Island
 Craig Shelton, The Ryland Inn, Whitehouse, New Jersey
 Allen Susser, Chef Allen's, Aventura, Florida
 Jean Francois Metigner, La Cachette, Los Angeles, California
 Christopher Gross, Christopher's Fermier Brasserie, Biltmore Fashion Park, Phoenix, Arizona
 Robert Corliss, Spring Creek Ranch, Jackson Hole, Wyoming
 Roberto Donna, Galileo, Washington, D.C.
 Debbie Gold, Forty Sardines, Kansas City, Missouri
 Michael Smith, Forty Sardines, Kansas City, Missouri
 Douglas Katz, Cleveland, Ohio

KENNEDY CENTER IMAGINATION
CELEBRATION OF SALT LAKE CITY

In recognition of the Olympic Arts Festival, the John F. Kennedy Center for the Performing Arts in Washington, D.C., named Salt Lake City as an Imagination Celebration National Site. The Imagination Celebration provides year-round performing and visual arts education to young people and their families. After the Games, Imagination Celebration programs will continue as a legacy for arts education in Salt Lake City, Utah.

PROGRAMS IN THE IMAGINATION CELEBRATION WERE:

Introducing dance and movement into original operas (In-service for teachers K-12)

World premiere of Libby Larsen's opera, *Dreaming Blue*

Opera performance for teens and adults

Original operas performed by young students, four performances

Marcus Roberts Trio Workshop

Helping kids write music with Roger Ames (In service for teachers and adults)

Chuck Davis Dance Project

World premiere of Laurie Brooks' original play, *Everyday Heroes*

The Kennedy Center performance of *Lilly's Purple Plastic Purse*

Jon Jory Workshop for theater teachers

Pilobolus Dance Theatre Workshop

AXIS Dance Company Master Class

Polynesian Dance Festival

Young People's Film Festival

Science Fiction Writing and Illustration Workshop

Tales to Tell: Storybook Bonanza (Workshop for children, ages 8–12)

Puppetry Arts (Workshop for Children, Ages 8–12)

Wings of Imagination with the Tracy Aviary

Crayola Binney and Smith Workshop

Dr. Seuss Birthday Celebration and "Too Many Daves" Party

A Playful Approach to Writing (For Teachers, Grades 1–5)

Making a production calendar and running a show (In service for teachers and adults)

WRITTEN WORD •

BOOKS

THE AMERICAN POETRY AND LITERACY PROJECT

During the Salt Lake 2002 Olympic Winter Games and Paralympic Winter Games, the American Poetry and Literacy Project (APL) gave 100,000 free books entitled *A World of Poetry* to spectators. The collection featured the works of more than 50 poets from around the world, including Wole Soyinka (Nigeria), Pindar (Greece), Michelangelo (Italy), Ngo Chan Luu (Vietnam), William Butler Yeats (Ireland), Li Po (China), Rabindranath Tagore (India), Mazisi Kunene (South Africa), Joseph Brodsky (Russia), Elizabeth Bishop and Emily Dickinson (United States), as well as a selection of haiku by Japanese poets. The late U.S. Poet Laureate Joseph Brodsky founded APL with the mission of promoting reading and making poetry accessible to all people. Under the leadership of Executive

Director Andrew Carroll, the APL gave out its one millionth book at the Salt Lake 2002 Olympic Winter Games.

THE LAND THAT WE LOVE

Americans' relationship with the country's varied terrain was captured through essays and poems in the book, *The Land That We Love*. Included in the anthology are works by Utah Poet Laureate David Lee and writers Rick Bass and Terry Tempest Williams, among others. This project is a collaboration between the U.S. Department of Agriculture, the U.S. Forest Service, Utah Division of Parks and Recreation, the National Park Service and the Bureau of Land Management. Free copies of the anthology were distributed widely throughout the Games.

P O E T R Y

THAT NO QUIT ATTITUDE

By Waddie Mitchell

November 1999

E S S A Y S

MANSION, MINING AND SNOW

By Philip F. Notarianni, Utah Division of State History

May 1999

CULTURE AND TRADITION: THE ANCIENT OLYMPIC GAMES

By Dr. David Gilman Romano, University of Pennsylvania Museums

March 2000

NATIVE AMERICANS AND WINTER SPORTS

By Dr. Duane Champagne, University of California Los Angeles

September 2000

DISABILITY MUSE

By Mike Ervin

May 2001

CARVING A TRAIL: A HISTORY OF SKIING IN UTAH

By Sally Graves Jackson

September 2001

S. JOE QUINNEY AND THE STORY OF ALTA

By Sally Graves Jackson

September 2001

BURCH MANN: ARTS REBEL

By Dr. Gerald R. Sherratt

October 2001



Photo Courtesy of Boston University Photo Services



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©Bruce White

Far left: Robert Pinsky brought "The Favorite Poem Project" to Salt Lake City. Center: Farmington, Utah, hosted the Olympic Command Performance Rodeo. Near left: "Athletes in Antiquity" displayed many works pertaining to the ancient Olympic Games.

**HERITAGE INVITATIONAL
COMMUNITY EVENTS •**

ALTA'S SKIING HERITAGE FILM SERIES

This program, presented by Alta Community Enrichment, highlighted ski history and culture of Alta and the Western states through film and distinguished storytellers.

ARTISTS OF THE AMERICAN WEST

A celebration of artists from the American West featuring guest speakers, cowboy poetry and Western music artists.

BEYOND THE 98TH MERIDIAN:
IMAGES OF THE AMERICAN WEST

This exhibit from the Arizona Commission on the Arts highlighted images of the American West.

CELEBRATE UTAH AND ITS HERITAGE

This public program provided participants with opportunities to work directly with visual and performing artists, encouraging individual creativity and enhancing cross-cultural communication.

CELEBRATING UTAH'S VOICE IN POETRY

More than 75 years of Utah's poetic heritage were brought together in one fantastic evening of poetry and the spoken word. Coordinated by the Utah State Poetry Society.

A CENTURY OF DREAMS

Castle Valley Community Theatre presented performances celebrating the founding and history of the Castle Valley.

A CHILDREN'S CULTURAL CELEBRATION

The museum presented professional puppet shows, interactive exhibits on Utah geography and Greek myths and legends, and participatory programs for young children and their parents.

CHASE HOME MUSEUM OF UTAH FOLK ARTS

The exhibit featured the works of living Utah artists including American Indian baskets and beadwork; quilts, rugs and wood carving; saddles, horsehair and rawhide work; Tongan quilts, Mexican piñatas, Japanese origami and other traditional arts.

COWBOY POETRY GATHERING

The Entrada Institute hosted poetry reading, storytelling, craft workshops and artwork.

THE COWBOY WAY:

ARCHITECTURE, LIFE AND MYTH

Presented by the University of Utah's Graduate School of Architecture, this exhibit explored how the cowboy image has shaped architecture and design from the early 1900s to the present.

ENHANCEMENTS:

HANDCRAFTED FUNCTIONAL OBJECTS

A selection of sculpture, ceramics, paintings and textiles emphasized handcrafted and functional objects, combining beauty and versatility.

ETHNIC DANCE FESTIVAL

Murray City celebrated the cultural heritage and ethnic makeup of its community through dance, music, storytelling and art.

EXHIBITION FEATURING WORKS

BY SCULPTOR AVARD FAIRBANKS

Ninety of Avard Fairbanks' historical and fantasy sculptures were on display with demonstration lectures and children's creative interpretations of his work.



©Hil. Cammon



©Jas. C. Leonard

Far left: Highlighting the culture of the American Mountain West was an important part of the Olympic Arts Festival. Cowboy poetry celebrated life on the range, far left, while Ririe-Woodbury Dance Company shared Utah's culture.

FACES AND VOICES OF REFUGEE CHILDREN

The Center for the Documentary Arts presented an exhibit that explored refugee children's survival struggles, journeys and resettlement in Utah.

HEBER VALLEY:

COURTSHIP OF THE PEOPLE AND THE LAND

The Heber Valley Arts Council presented a photographic and literary glimpse of one of Utah's most beautiful valleys and the history of its people.

JAZZ PILGRIMAGE

The Salt Lake Ethnic Arts Council hosted a concert on the African-American contribution to America's music, featuring New Orleans spirituals, jazz, blues and gospel.

LEGEND OF TIMPANOGOS

Inspired by Utah's beloved Mount Timpanogos and based on an American Indian legend, *Legend of Timpanogos* was an original ballet.

MARCUS ROBERTS IN CONCERT

Jazz pianist Marcus Roberts performed popular and enduring jazz masterpieces.

NINE MILE CANYON: THE UTES OF UTAH

This exposition portrayed Ute culture through hands-on exploration of artifacts from one of Utah's most spectacular slot canyons.

ORRIN PORTER ROCKWELL

WINTER COWBOY POETRY FESTIVAL

The Brigham City Fine Arts Council presented humorous cowboy poetry, authentic Dutch oven cooking, Western music, artwork and cowboy paraphernalia.

SACRED IMAGES:

A VISION OF NATIVE AMERICAN ARTWORK

Exhibit took place at the Peteetneet Art Gallery in Payson, Utah.

SALT LAKE SYMPHONY

The Salt Lake Symphony performed music by American composers Aaron Copland and George Gershwin, among others.

SALT LAKE SYMPHONIC CHOIR

The Salt Lake Symphonic Choir celebrated the music of the West.

SOUTHERN UTAH HERITAGE CHOIR

The Southern Utah Heritage Choir presented a concert of patriotic music from each continent.

THIS PROGRAM IS FOR REAL HANDS:

RODEO PHOTOGRAPHS OF THE 1930S

Otho Hartley's rodeo photos from the 1930s and rodeo memorabilia were featured.

UTAH BAROQUE ENSEMBLE

The Utah Baroque Ensemble presented a choral concert featuring the music of Western and Utah composers, including a world premiere of a specially commissioned piece by Dr. David Sargent.

UTAH INTERCOLLEGIATE ART EXHIBITION

Sponsored by the Weber State University Department of Visual Arts, this exhibition showcased artists from Utah's colleges and universities.

UTAH'S RESOURCE: WATER MUSIC

Utah Valley Symphony presented an evening of music, readings and images tracing the importance of water in our lives and how water changes through the seasons.

VISIONS AND VICTORIES

This festival, presented by the Bountiful/Davis Art Center, included traditional art forms and activities (visual arts, woodcarving, photography, videography, poetry and prose, theater and ethnic folk dance), which are currently part of the cultural fabric of Davis County.

YESTERDAY'S TOMORROWS:

PAST VISIONS OF THE AMERICAN FUTURE

A collaboration between the Smithsonian Institution and the Utah Humanities Council, this exhibition examined how American designers and city planners of the last century envisioned the future.



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Savion Glover

A B R A V A N E L H A L L

Persian Pergola Ceiling, Dale Chihuly

S A L T L A K E A R T S C E N T E R









S H A R I N G T H E S P I R I T • MEDIA RELATIONS AND
COMMUNICATIONS 280 > PRESS OPERATIONS 288
> BROADCAST MANAGEMENT 298 >





Skeleton

U T A H O L Y M P I C P A R K

MEDIA RELATIONS AND COMMUNICATIONS

FUNCTION AT A GLANCE

DATES

- Formed: Fall 1996 • Restructured: 1999 • Ended: June 2002
-

REPORTED TO

Mitt Romney, president and chief executive officer

PROGRAM DELIVERABLES

- Assisted the other functions
 - Interfaced with various constituent groups such as sponsors, the IOC, the USOC, government representatives and the community
 - Created and distributed press releases and conducted press conferences
 - Developed a crisis management plan
-

BUDGET

- Total: \$1.82 million • Cash: \$1.61 million • VIK: \$215,369
-

STAFF

Caroline Shaw, chief communications officer

PRE-GAMES STAFFING:

- One year out (February 2001): 11 (2 from Coltrin & Associates) • December 2001: 16

GAMES-TIME STAFFING:

- Paid staff: 11 full-time • Contractors: 5 • Volunteers: 10, added just prior to Games-time
-

KEY CHALLENGES

- Answering questions concerning the bid scandal, board of directors management, security (after 11 September 2001), homeless populations expecting housing during the Games, protesters and doping.
-

KEY MILESTONES

- 1997: Logo launch
- 1999: 1000 Day Countdown, Ticketing launch (\$24 million in one day)
 - 2000: 500 Day Countdown
 - August 2001: Announcement of torchbearers
- December 2001: Flame transfer in Athens, Greece; Torch Relay kicks off in Atlanta, Georgia
 - 28 January 2002: Main Media Center operational
 - 8 February 2002: Opening Ceremony
 - 24 February 2002: Closing Ceremony
 - 7 March 2002: Paralympic Opening Ceremony
 - 16 March 2002: Paralympic Closing Ceremony



MEDIA RELATIONS AND COMMUNICATIONS

OVERVIEW •

The Media Relations and Communications function was created in fall 1996 and restructured in 1999 by the new management team, headed by the president and CEO. Community Relations, formerly a part of the Media Relations function, was moved under Legal in 2000.

The Chief Communications Officer (CCO) position was filled in fall 2000 and reported directly to the president and CEO.

Eight staff members worked with the various SLOC functions to publicize their programs. The functions included Sport, Transportation, Olympic Torch Relay, Food Services, Technology, Environment, Ticketing and Creative Services. From January 2000 to February 2002, nine staff members and one volunteer worked for Media Relations and Communications.

From February 1999 through February 2001, there were more than 8000 articles (local, national and international) written about the bid scandal and IOC reform. The stories were initially negative, but proactive management and public relations efforts resulted in a shift in the media coverage during the three-year period.

In developing a mission statement, SLOC aimed to leave a positive and enduring legacy from the Games. Media Relations and Communications' goals were to showcase the athletes' power to inspire and spectacular venues, remain fiscally responsible, maintain integrity and provide a legacy for the community. When working with the media, SLOC's approach was to be open, honest and direct to provide proactive communications.

OPERATIONS •

The Media Relations team participated in venue tabletop exercises to help prepare for the Games. The crisis communication team also met with public safety entities and participated in tabletop exercises coordinated by the Utah Olympic Public Safety Command (UOPSC). These efforts proved useful in determining how communication would flow at Games-time.

Media Relations and Communications worked closely with Coltrin & Associates, an outside public relations firm, which assisted with various projects such as overall media strategy, the Olympic Torch Relay and the crisis communication plan. The New York City-based firm was selected in

March 1999 after an evaluation of several different firms from a "Request for Proposal" process that began in November 1998. Coltrin & Associates' largest value was giving an outside perspective, away from SLOC and the IOC, on media and communications.

The primary goal of Media Relations was to create a greater awareness of the preparations and staging of the Salt Lake 2002 Olympic Winter Games. Communications efforts included overseeing the Media Relations and Communications function, including staff scheduling and supervision, and responding to media requests for information and interviews. The function wrote news releases and sought media opportunities at all SLOC and Games-related events and disseminated information at the local, national and international levels for print and broadcast media. Other duties included conducting press conferences, formulating and implementing public relations strategy, producing and distributing media guides, attending IOC daily meetings and press conferences during the Games and working closely with core national Olympic Winter Games reporters.

ONE-VOICE MESSAGING •

SLOC's key strategy was to develop one-voice messaging. The purpose was to create an integrated communication plan and to speak with one voice on all issues. Implementing this philosophy took constant reminding, as many functions wanted to speak out about their areas of expertise.

To ensure one-voice messaging, the president and CEO and the CCO were the official spokespeople, and SLOC implemented a policy that all media queries be referred to Media Relations.

This approach resulted in confidence in the management team, because one consistent message was communicated. There were times, especially during the Games, when managers and/or others from SLOC spoke to the media, but they had usually been directed by Media Relations.



The Salt Palace Convention Center, far left, was the home of the Main Media Center, and more than 9000 journalists during the Games. Venue services for the media included mixed zones, where reporters could interview athletes (center) and press boxes, like this one at the Salt Lake Ice Center (near left) for writers and photographers at indoor venues.

FULL DISCLOSURE •

Before the bid scandal, Media Relations' strategy was focused primarily on youth outreach and the community. The approach was to report information and inform the public on operations within SLOC.

After the bid scandal, Media Relations undertook a concentrated effort to rebuild and shift away from negative images. A new administration and a transition to an entirely open organization was implemented. The new management did not comment publicly on the actions of the previous administration and focused its energy and resources on establishing the credibility of the new administration.

A NEW FORWARD-LOOKING MESSAGE •

Media Relations developed several fundamental guiding principles to help shift the public's view of SLOC and recover the organization's image.

The first strategy was a defined focus on future plans and milestones in order to shift the attention away from the past. The messages focused on fiscal responsibility and integrity. Additional messages focused on the athletes, spectacular venues and sports competition. Press releases and media announcements from that point forward often featured athletes. The power to inspire, with an emphasis on the athletes, became the Salt Lake 2002 Games theme: *Light the Fire Within*. This theme was incorporated whenever possible into SLOC's messaging.

MEDIA APPROACH •

Media Relations worked toward full disclosure when working with the media, and took the approach of open, honest, direct and proactive communication. For example, when SLOC began taking ticket orders by telephone, there were not enough staff members to handle the calls. When the media criticized the process, the president and CEO immediately and publicly took responsibility for the mistake, and the story quickly disappeared.

The function incorporated athletes into announcements as often as possible. Media Relations held quick briefings with the athletes prior to the announcements to inform them what the goal of the press conference was. The athletes were very professional and stayed "on-message." Through the briefings, Media Relations hoped to convey a message of peace, the power to inspire and a welcome of the world to Salt Lake City. A critical aspect of messaging was media training for the senior management staff.

PUBLICATIONS •

In fall 2001, Media Relations began producing a quarterly media update as its only publication. Due to budget restraints, a monthly newsletter that had been printed prior to this was replaced by an e-mail update.

The media update included a basic overview of SLOC, plus summaries of Marketing, Government Affairs, Olympic Torch Relay, Sport, Ticketing, Olympic Arts Festival, Environment, Games operations and services, volunteers, venues, community outreach, Press Operations, host broadcasting, security and Olympic legacy programs. Initially, 5000 copies of the guide were printed, but since the information changed so quickly, 500 updated copies were printed. For the Games, 9000 copies were printed and distributed at the Main Media Center (MMC).

CRISIS COMMUNICATION •

The Crisis Communication plan outlined numerous incidents that could occur at each venue and ranked them in importance from 1 to 4, with 1 being an everyday incident and 4 being a crisis situation. Incidents specific to each venue were also drafted, as were public safety incidents. Examples of incidents included injury in the field of play, protests, bleachers collapsing, bomb threats, food poisoning, avalanche, firearm incidents and weather-related problems. Minor problems associated with ticketing, transportation and technology were anticipated.

GAMES-TIME ROLE •

Working with internal and external constituents was key in terms of drafting the Crisis Communication Plan. Media Relations coordinated with the UOPSC, the Utah Department of Transportation, Salt Lake City Airport Authority and other agencies involved in public safety. Part of the coordination process was to establish relationships and to understand each group's procedures in the event of an incident.

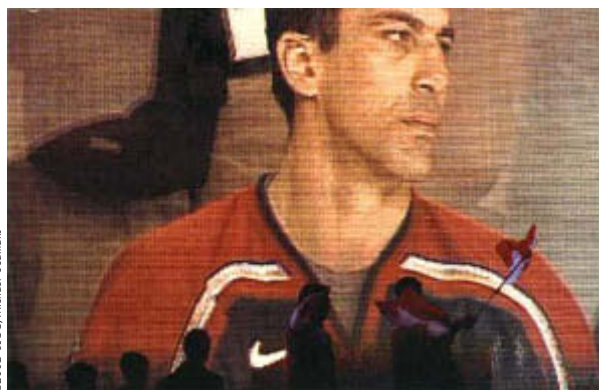
The difference between pre-Games and Games-time roles was primarily the difference in coordination with the IOC. In addition, media requests were more focused on day-to-day competitions, operations and issues.

A SLOC press briefing was usually held each morning while a joint SLOC/IOC press briefing was conducted in the early evening. Information was distributed primarily through info2002 and the Salt Lake 2002 official website during the Games. More than 9000 media were credentialed for the Olympic Winter Games, and 3000 copies of the media update were distributed.

Media Relations and Communications operated a news desk and administrative area at the MMC from 07:00 to 20:00 daily. The MMC was open 24 hours a day beginning 28 January 2002. The Salt Lake 2002 Games was the first to house both the MPC and the IBC in the same building, providing broadcasters with quick access to news briefings at the MPC; this was a success from a media relations perspective. The MMC offered everything from a beauty salon to a fine dining restaurant, and reporters from around the world were impressed with the facilities.

Media Relations also operated a desk at the MOC from 07:30 to 23:30 daily. It was convenient and efficient to have all SLOC functions present at the MOC and able to respond quickly when issues arose.

Eleven full-time staff and 11 volunteers worked in Media Relations and Communications during the Games. An outside public relations firm provided five employees who worked on SLOC projects during the Games.



The men's gold medal hockey game between Canada and the United States of America was broadcast, far left, for thousands of visitors to Olympic Medals Plaza. Prior to the Games, Media Relations and Communication worked to convey a clear, consistent message about the Games, which would allow members of the press to focus on athletes in February 2002 (near left).

The volunteers were all professionals with several years of experience in public relations. In addition, several volunteers spoke foreign languages. All volunteers were bright, enthusiastic and an excellent addition to the media relations team, but could have been more helpful had they begun at least 10 days prior to the Opening Ceremony. At least two to three days were required to train each volunteer, and it was impossible to train the volunteers as a group.

CONCLUSIONS •

Before and during the Games, coordination between Media Relations and Press Operations could have been better. Future OCOGs should consider scheduling weekly meetings between the heads of Media Relations and Press Operations to exchange information and provide informational updates. Further, open communication should be encouraged between the staffs of both groups, and the roles and responsibilities of each group should be clarified when necessary.

Coordination between Media Relations and public authorities should also be examined to be certain that communications remain positive. The Media Relations function should introduce themselves to public authorities at least 18 months prior to the Games. The function should also maintain regular communication between the two groups, incorporate public authorities into the Games' Crisis Communication planning and gain participation from them on coordinated communications prior to the Games.

The most media requests were received during the 10 days prior to the Games. Members of the media were disoriented when they first arrived in Salt Lake City and asked a broad range of questions. During this initial period, Media Relations was understaffed, with only one to two permanent staff members at the MMC, and volunteers were just starting to arrive in need of training. In retrospect, a staff member working full-time on the news desk until the volunteers were trained thoroughly would have been helpful. A daily update that covered new issues, questions and/or contact numbers was distributed to staff and volunteers via e-mail. A challenge facing Media Relations at the MOC was the lack of computer equipment and space. Computers and space were requested but not delivered, resulting in an inadequate working space. Additionally, the Media Relations incident room was never fully equipped.

Ski Jumping

U T A H O L Y M P I C P A R K





P R E S S O P E R A T I O N S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: July 1998 • Ended: 30 April 2002
-

R E P O R T E D T O

John Bennion, managing director, Games Services

P R O G R A M D E L I V E R A B L E S

Press Operations' five managers were responsible for the following areas:

M A I N P R E S S C E N T E R (M P C)

- Provided a large space for accredited journalists to work • More than 600 workstations were available for print journalists
- Film-processing and digital services for photographers

V E N U E S E R V I C E S

- Reported to a Venue General Manager • Responsible for all press facilities at the venues including: Media Sub-Centers, Press Tribunes, Photo Positions, Interview Rooms Mixed Zones • All press areas were planned and implemented at Games-time in conjunction with all SLOC functional groups that had venue-based responsibilities (i.e., technology, telecommunications and food services).

P H O T O S E R V I C E S

- Provided the 500+ photographers covering the 2002 Games with adequate conditions to capture the key footage during competition
- Provided supplemental accreditation for optimal photo positions, venue lighting, photo work areas, Kodak imaging center, film/disk transport system, photo regulations
 - Worked with Kodak to develop plans for the Imaging Center at the MMC

P R E S S S U P P O R T

- Provided written and photographic press with accommodation, accreditation, transportation and rate card services
 - Worked directly with the functions previously mentioned to implement procedure correctly

O L Y M P I C N E W S S E R V I C E (O N S)

- Provided Games-related news via SLOC's intranet system, info2002 • Provided standard athlete biographies for all Games participants, in-depth profiles of newsworthy athletes, ONS supervisors and sport specialists at Games-time venues and "flash quote" results immediately following competitive events
-

B U D G E T

- Total: \$9.6 million • Cash: \$7.9 million • VIK: \$1.7 million
-

S T A F F

- Bruce Dworshak, director • Pre-Games staffing: 18 • Games-time staffing: 794 • Volunteers: 800

P R E - G A M E S S T A F F I N G :

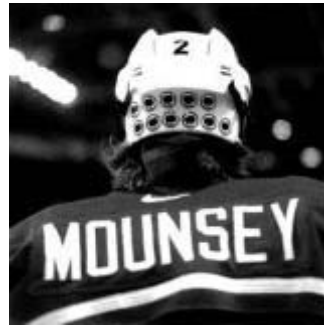
- One year out (February 2001): 14 • December 2001: 19
-

K E Y C H A L L E N G E S

- Media Transportation: Media were housed in existing hotel properties as close to the MPC as possible to ensure easy and short shuttle routes
 - Technology: A realistic IS program, which did not overextend limited human and financial resources promised timely and successful flow of information
 - Security: Increased security required by local and national law enforcement to access venues, especially the MMC and Rice-Eccles Olympic Stadium
-

K E Y M I L E S T O N E S

- Hired Press Chief—5 years out • Established MMC contracts and facilities—4 years out • Hired Staff—3 years out



P R E S S O P E R A T I O N S

SLOC formed Press Operations in July 1998 to organize and manage the working environment and facilities for accredited media during the Games. Press Operations served the Games-time operational and logistical needs, as well as managed expectations of the 3000 visitors who were granted press accreditation. The Games press chief, a member of the IOC Press Commission who had worked on seven previous organizing committees (including three Games), managed the department.

Press Operations was responsible for planning, delivering and implementing all Games-time press facilities. The MMC at the Salt Palace Convention Center served as a combined Main Press Center and International Broadcast Center and hosted 9000 of the world's media. The MMC provided a working environment for news writing and filing of stories, as well as photo-image development and transmission. The MMC offered private rented office space for news agencies, opportunities for media coverage through daily press briefings, electronic and hard-copy information on Games-time competition and general services such as a bank, cafeteria, general store, laundry and a full-service restaurant.

Media Sub-Centers were located at 14 competition and noncompetition venues throughout the Salt Lake 2002 Olympic Winter Games region. These facilities provided tabled and nontabled press positions where writers and photographers observed and documented the competitions, mixed zones where press could interview athletes immediately after a competition and interview rooms where on-site news conferences took place.

Press Operations also created and managed the dissemination of Games-related information (event previews and reviews, extended start lists and flash quotes) through the Olympic News Service (ONS). In the pre-Games period, ONS staff provided all of the biographical and historical content for info2002, an electronic Intranet information system. During the Games, news and information were generated by an ONS team of professional writers and editors, as well as by a staff of volunteer journalists assigned to each venue. Press Operations' key strategy was to help the media do its job. Press Operations staff worked closely with other SLOC operational functions to assure delivery of critical press services such as accreditation and access, accommodations, food service, rate-card fulfillment and transportation. This operation was managed by the IOC in coordination with SLOC Press Operations.

PRESS ACCREDITATION •

When members of the media arrived in Salt Lake City, Press Operations wanted them to focus on reporting the Games, not the accreditation processing. Therefore, it was imperative that accurate and complete data be submitted on or before the indicated deadlines.

NOCs were required to submit approved accreditation application forms, including images, to SLOC no later than 8 September 2001. Accredited press were required to meet the August 2001 deadline set by the NOC. With deadlines met and information complete, the accreditation and entry procedures for the press were efficient and effective.

CATEGORIES AND QUOTAS •

In March 2000, an IOC Press Commission working group determined the press accreditation quotas by category for each NOC. By IOC policy, all requests for E-category press accreditations were required to be coordinated through an NOC. Each NOC was responsible for managing the allocation and application process for press representatives within its borders.

The IOC distributed a limited number of ENR accreditations to nonrights-holding broadcast organizations. The IOC established ENR news access rules that limited access to competition venues and only without broadcast equipment and/or recording devices. ENR accredited media were not eligible for access to high-demand, ticketed events.

A limited number of Internet organizations that were independent from traditional media organizations were provided the opportunity to send some of their sports journalists to cover the Salt Lake 2002 Games. This new accreditation was designed to respect the IOC's existing contractual relationship with the various television and radio rights-holders. Internet transmission of moving images or audio taken from within Games venues was not permitted.



Press Operations aimed to facilitate the work of journalists at each of the 10 competition venues. Far left and near left: photographers capture the action of parallel giant slalom snowboarding at Park City Mountain Resort. Center: volunteers interpret interviews between reporters and women's ice hockey players from Kazakhstan.

OLYMPIC IDENTITY AND ACCREDITATION CARD •

The Olympic Identity and Accreditation Card (OIAC) was a single document that served as an entry document for eligible individuals into the United States and as an Olympic accreditation card once activated upon arrival in Salt Lake City.

This combined card process was introduced successfully at the 1998 Nagano Games and refined for the Sydney 2000 Games. The OIAC integrated both functions of the Olympic Identity Card and the Accreditation Card, as outlined in Rules 65 and 66 of the Olympic Charter.

The OIAC, when accompanied by a valid passport, allowed entry into the United States from 8 January to 24 March 2002. Media were advised that passports needed to be valid until at least 24 September 2002.

Each NOC received one OIAC for every properly completed Accreditation Application submitted to SLOC by 8 September 2001. Upon arrival in Salt Lake City, the OIAC was activated in the accreditation system to allow entry into Games venues.

If an application was submitted after the deadline, the applicant did not receive an OIAC in advance. Members of the media arriving in Salt Lake City without their OIAC or outside of the validity period (8 January through 24 March 2002) were required to follow normal visa procedures for entrance into the United States.

ARRIVAL AND ACTIVATION

- The Salt Lake City International Airport served as the primary gateway for arriving members of the Olympic Family. Most travelers cleared customs at a U.S. port of entry other than Salt Lake City. Passengers arrived at one of three air terminals and were moved through the airport quickly and efficiently, keeping people, equipment and baggage together.

Members of the media were able to activate their OIAC upon arrival. Airport arrivals were directed to on-site OIAC activation, baggage claim and transportation loading zones.

Pass corrections or new passes could not be produced at the airport accreditation facilities. A full-service accreditation center was located conveniently at the Main Media Center. Pass activation facilities were also located at all competition venues.

ACCESS AND ACCREDITATION

A laminated press accreditation pass was proof of application acceptance and approval and was valid throughout the Games. The OIAC was name-specific, nontransferable and was to be clearly displayed at all times. The holder was permitted to enter and work in the areas indicated by zone as authorized by the IOC and SLOC.

A press accreditation pass did not automatically entitle the holder to a seat in the press tribune or, for photojournalists, access to a priority shooting position. Access to press work areas where space was limited (the press tribunes, photo positions) was controlled as necessary with the use of supplemental access devices.

At some high-demand events, access to working press areas was restricted due to limited space and required special ticketing. Ceremonies, ice hockey finals and most figure skating competitions required special tickets.

SLOC produced an official photo armband for the exclusive use of accredited photographers requiring access to shooting positions. Every photographer was required to sign the IOC-required "Photographer's Undertaking" prior to receiving a nontransferable armband. This was included in the accreditation process to minimize the need for photographers to sign in upon first arrival at the MPC.

B R E A K D O W N O F A C C R E D I T E D P R I N T M E D I A

EDITORS, WRITERS	1617
PHOTOGRAPHERS	532
MPC ONLY	178
TECHNICIANS	185
NONRIGHTS-HOLDERS	149
TOTAL	2661

M P C G U E S T P A S S E S •

Working media areas were fully secured and accessible only to accredited journalists with approved access. Non-media, which included all but a few properly accredited members of the Olympic Family, did not have automatic access privileges to the MMC. A strictly enforced system of guest passes controlled access to the MMC.

These guest passes were intended to provide visitors with scheduled, preapproved and temporary access to the MMC. Through planning and Games-time administration, SLOC ensured the uninterrupted admittance of Games athletes, coaches and officials to scheduled press conferences at the MMC.

A C C O M M O D A T I O N S •

In November 1999, SLOC announced internally a preliminary housing allocation plan. More than 20 existing hotel properties—about half located in downtown Salt Lake City—were recommended to be allocated to the SLOC Press Operations department. By assigning press to properties close to the MMC, also located downtown, SLOC aimed to minimize Games-time transportation challenges.

SLOC recognized that the location of media housing would have a great impact on the success of the overall media transportation system. In fact, the IOC Media Guide asked that travel time from press housing to the MMC not exceed 30 minutes. In every case, SLOC met this 30-minute maximum travel-time limit by allocating existing, centralized housing locations to the press.

SLOC's goal was to cluster press housing in as narrow a geographic area as reasonably possible, given the requirements of and pressures from all members of the Olympic Family. In addition to offering convenience, SLOC was committed to providing comfortable and affordable Games-time options in a variety of market-driven, competitive price ranges.

Many of the hotel/motel properties proposed for press use were located near Salt Lake City's central business district and were within walking distance of the MMC. Additional properties were located on North Temple Street and at the International Center (near the Salt Lake City International Airport), at most a 15- to 20-minute shuttle from the MMC. Three other properties were located near competition venues in Ogden, Orem/Provo and West Valley City for journalists who wished to stay near these venues.

Press organizations wishing to reserve rooms from SLOC's housing inventory were required to sign an allocation agreement and return it within 30 days of receipt, committing to rooms requested during the 17 night minimum-stay Games period. Additionally, the agreement required a nonrefundable 25 percent deposit by 31 May 2000, a subsequent nonrefundable 25 percent deposit due 31 May 2001, with the nonrefundable 50 percent balance due on 8 September 2001. The final payment included all applicable taxes required by Utah state law.

The deadline to confirm SLOC press accommodations with a signed agreement and 25 percent deposit was 30 November 2000. Press organizations that missed the deadline lost any tentative reservation, and rooms were reallocated.

RESALE PROGRAM •

Press organizations were permitted to relinquish a room they had confirmed with a signed agreement and deposit payment. The organization, however, was required to offer SLOC the opportunity to resell the room through the SLOC Resale Program. If Accommodations successfully sold the room within 14 calendar days, the payment(s) paid were credited to the press organization, minus a resale fee. The resale fee was equal to 10 percent of the product of the number of rooms reserved, times the nightly rate (exclusive of tax) multiplied by 17, the number of nights in the minimum-stay period.



Among Press Operations' duties was securing rooms near the venues for journalists. Thus, members of the media were located within a reasonable distance of ski jumping at Utah Olympic Park (far left), parallel giant slalom snowboarding at Park City Mountain Resort (center) and figure skating at the Salt Lake Ice Center (near left).

If SLOC could not sell the room within 14 calendar days, the press organization remained responsible for the total payments due. Upon receipt of notice from SLOC Accommodations that it failed to resell the room, the press organization could resell the room, and would have to make its own payment arrangements with the buyer. SLOC did not resell supplementary stay-period accommodations.

ALTERNATE HOUSING •

Press organizations that pursued private housing options were directed to contact Coldwell Banker, SLOC's official licensed manager of residential accommodations. Information was available on the SLOC website, www.saltlake2002.com, and at www.utahhomes.com.

RATE CARD •

Rate Card prices were presented to the IOC Executive Board for consideration at the October 1999 meeting in Athens. SLOC sought final approval from the IOC Executive Board at its December 1999 meetings, and distributed press rate card information to the media in February 2000.

SLOC offered Rate Card items consistent with previous Olympic Winter Games, including furnishings, fixtures and equipment, telecommunications products and services, information technology products and services and vehicles. SLOC worked with sponsors and vendors to achieve a reasonable cost-basis for the individual rate card items. In setting the rates, SLOC compared the costs of providing goods and services at prior Olympic Games. In most cases, SLOC was able to offer rates consistent with rates at previous Games.

Prices included Utah state sales tax as required by law. All rate card payments were required to be made in U.S. dollars. SLOC required full payment via wire transfer before processing any order. A 40 percent fully refundable deposit was required to cover theft and loss of equipment.

There were two exceptions to SLOC's mandatory 40 percent deposit policy: A 100 percent deposit equaling one-month's rental was required for vehicles, and for laptop computers, a deposit

equal to 100 percent of the retail cost was required. Prepayment was required for all phone service orders, including long-distance and wireless service.

For all rate card items, SLOC provided a centralized ordering service, including a printed catalog, ordering and change-order process available via fax, a central point of contact for questions and service resolution; and a specialized telecommunication representative who was available to resolve technical issues.

Also per the IOC Media Guide, SLOC made available, free of charge, 400 square meters of partitioned space at the MPC to the three IOC-recognized international news agencies: Agence France-Presse, The Associated Press and Reuters. These and any other organizations could rent additional space at the MPC or at competition venue Media Sub-Centers (on a space available basis) in accordance with the press rate card.



Members of the media could walk easily from the Main Media Center to surrounding Salt Lake Olympic Square and Olympic Medals Plaza (far left). Press Operations provided numerous services, including space and interpreters for interviews like this one at the E Center.

PHOTO SERVICES •

Staffing challenges were few because of SLOC's effective pre-Games planning. SLOC's Press Operations suggested that future organizing committees keep a lean staff and simplify communication process among the staff. There was a full-time staff of 20 and a Games-time staff of 794.

BUDGET •

Photo services provided the 500+ photographers covering the Games with adequate conditions to capture key competition footage. To ensure that photographers produced the highest quality work, SLOC offered supplemental accreditation for optimal photo positions, venue lighting, photo work areas, a Kodak imaging center, a film/disk transport system and photo regulations. Photo services also worked with Kodak to develop plans for the imaging center at the MMC.

With 9000 journalists at the Games, the Press Operations support tasks were considerable. The following budget reflects the specifics of the critical deliverables. The Games budget for Press Operations was \$7.053 million, plus VIK. To arrive at its budget, Press Operations carefully considered the following variables.

- The amount of space required for text and photo-based media at the Main Press Center was barely met by the existing space assignment and planned expansion.

- Maintaining a strict ceiling of journalist accreditation numbers would help keep expenses under control.
- The accreditation site for news media would dramatically affect the layout of the Main Press Center, as well as the Olympic Village
- Main Press Center and venue language support was critical. How much interpretation service offered at the venues and the number of languages affected how much SLOC spent.
- Finally, it is recommended that future OCOGs consider that test events add to the Games-planning schedule and will disrupt Press Operations from preparing for the Games.





Biathlon

S O L D I E R H O L L O W

B R O A D C A S T M A N A G E M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1 March 1999 • Ended: 30 April 2002
-

R E P O R T E D T O

John Bennion, managing director, Games Services

P R O G R A M D E L I V E R A B L E S

- Served as principal liaison between SLOC and the host broadcaster regarding all contract compliance matters.
 - Served as principal liaison with all broadcast rights-holders concerning all contractual compliance matters, rights fee payment schedules
 - Interface with applicable SLOC functions pertaining to nontechnical services and obligations. • Principal liaison between the official film-producing organization and SLOC regarding relationships with all pertinent functional areas and site accessibility.
 - Assisted Brand Protection and Licensing as pertaining to the rights-holders exclusivity protection, development and use of the authorized composite Games logo by authorized broadcast entities.
-

B U D G E T

- Total: \$82.85 million • Cash: \$82.6 million
-

T R A I N I N G

Familiarity with venue team operations and associated functions as relates to contract compliance with the host broadcaster and rights-holders.

S T A F F

James F. Oshust, director

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 1 • December 2001: 1
-

G A M E S - T I M E S T A F F I N G

- Paid Staff: 1 • Volunteers: 0
-

K E Y C H A L L E N G E S

- Protection of the authorized broadcasters exclusive rights as contractually provided within their agreement with SLOC and the IOC, in concert with SLOC Brand Protection and Licensing functions. • Accessibility by the host broadcaster, rights-holders and official film producer to contractually required and needed information and services from pertinent SLOC functions. • Resolution of potential conflicts between the host broadcaster and rights-holders
-

K E Y M I L E S T O N E S

- Completion of all rights-holder agreements in November 2001 • Settlement of all contractual matters and financial obligations with the host broadcaster, rights-holders and official film producer in April 2002



B R O A D C A S T M A N A G E M E N T

SLOC's Broadcast Management function was responsible for maintaining contracts and serving as the liaison between SLOC and the host broadcaster (ISB), the broadcast rights-holders and the official Olympic film producer.

Working relationships were key to the success of Broadcast Management and to the Salt Lake 2002 Olympic Winter Games. On 7 June 1996, SLOC entered a contractual agreement with ISB for it to serve as the Olympic Broadcasting Organization (OBO) for the Games. As OBO for the Games, ISB produced unbiased live television and radio coverage of all athletic competitions and provided rights-holding broadcasters technical and production services during the Salt Lake 2002 Olympic Winter Games. ISB was responsible for providing services to the OBO including VIK and design, construction and operation of the IBC after consulting with SLOC concerning rights-holders' technical and production needs.

Broadcast Management's director of management started in March 1999 and served as SLOC's liaison to broadcast groups. At the time of his arrival, Broadcast Management's main challenge was to successfully facilitate communication between all involved parties.

I N T E R N A T I O N A L S P O R T S B R O A D C A S T I N G •

Essential in the relationship between SLOC and ISB was the formation of the Joint Review Board (JRB) process as contractually mandated in the SLOC/ISB agreement. It is recommended that the OBO (or ISB) and OCOGs be straight-forward in all dealings. The JRB can then be most effective as the official recording channel for resolutions and decisions requiring the attention of the OCOG and host broadcaster senior management.

For the first time in the history of the Olympic Winter Games, ISB, as host broadcaster, covered all 78 events live. ISB was responsible for supplying rights-holding broadcasters with more than 930 hours of live coverage during the 17 days of the Games. ISB used 400 cameras, 140 videotape machines, 23 mobile-production units and 1600 Games-time personnel. One hundred and sixty seven countries broadcast the Games in 50 languages. Rights-holders employed approximately 6000 production and technical personnel. This was a major increase from the approximately 3600

broadcast accreditations issued for the Albertville 1992 Games, 4000 for the Lillehammer 1994 Games and more than 5700 issued at the Nagano 1998 Games.

The CEO of ISB, who worked in Broadcast Management at previous Games, is a member of the IOC Radio and Television Commission. His staff consisted of veteran producers, directors and technicians whose credentials reflected multiple Olympic Games experience as well as a vast range of international championships in both winter and summer sports.

The IBC was situated in the newly expanded Salt Palace Convention Center in downtown Salt Lake City, walking distance to the Salt Lake Ice Center (figure skating and short track speed skating venue) and across the street from Olympic Medals Plaza. For the first time in Olympic history, the IBC and the MPC were housed in the same building—the MMC.

BROADCAST RIGHTS FEES •

The IOC negotiated the worldwide broadcast-rights fees for the Salt Lake 2002 Olympic Winter Games. The amounts below reflect the 60 percent share for SLOC and the 40 percent share that went to the IOC. After purchasing the rights, rights-holders have the expense of renting the space they request within the IBC itself, construction, particular production requirements within that space and rate card purchases (vehicle rental, electronic equipment, individualized production services, equipped commentator positions and use of satellite time). Considering these costs, SLOC estimated that the broadcast rights-holders for the Salt Lake 2002 Games expended an excess of \$1.4 billion to fulfill their broadcast-coverage commitment to their viewers.



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©2002 SLOC photo by Rebecca Moore



©2002 SLOC/Jamie Schapiro

Broadcast Management served as the official liaison between SLOC and ISB, which provided live feeds for every Salt Lake 2002 event including aerials, far left. Center: A Slovenian TV crew acquires an additional coverage from a fan at the E Center, while a volunteer smiles for the camera at Soldier Hollow, near left.

In order to meet demands of this viewing audience, ISB and SLOC utilized new and more sensitive timing and scoring systems. Information Services designed a highly sophisticated Information Technology Center (ITC) to provide a consistent, high-speed information flow at all competition venues, venue Media Sub-Centers, broadcast compounds and the MMC. The latest, state-of-the-art broadcast graphics were used to produce visual and sport-related news and information for the television viewer as well as the entire media group. Information Services configured more than 5700 personal computers, 550 servers and 1150 printers.

The introduction of high-definition television by certain broadcast organizations along with new and accelerated transmissions systems enabled ISB to provide, prepare and transmit radio and television signals faster and with far greater clarity than ever before. Refined camera techniques and the use of technical and production staff with previous Games experience assured audiences an

excellent viewing experience. Commentator positions were radically improved over the electronic units first introduced at the Barcelona 1992 Games.

To assist in acquiring broadcast accommodations in the various venue locations, SLOC secured more than 19,000 rooms to house media, NOCs, IFs and other accredited constituent groups. After providing for the needs of all their constituencies, SLOC Accommodations returned more than 1600 rooms to the general inventory, enabling visiting spectators to book these rooms.

G A M E S - T I M E •

Television operations were unique because of the nature of the relationship between the SLOC and ISB. In past Games, the host broadcaster has typically been an internal division of the organizing committee, with the operational costs of the broadcast operation incorporated into the organizing committee's overall budget. For these Games, however, SLOC and ISB entered into a fixed-price contract for the broadcast operation, including production and delivery of the ITVR signal, operation of the IBC and management of relationships with the rights-holding broadcasters.

The worldwide broadcast of the Games was highly successful, both operationally and in terms of television viewership numbers. On the operational side, all major support systems performed without any significant problems in key areas, including the media transportation system, media accommodations, information technology (CIS, telecommunications) and weather reporting. The well-designed venues had excellent camera sight lines and a continuous supply of reliable power.

Television ratings exceeded Nagano 1998 in all markets reporting, with the exception of Japan. In the United States, the Opening Ceremony had record ratings for any Olympic Ceremony, summer or winter. NBC's guaranteed audiences for advertisers were exceeded by some 20 percent.

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S T A F F •

In the three years leading up to and during the Salt Lake 2002 Olympic Winter Games, Broadcast Management required no staff or assistance of an administrative or clerical nature. Broadcast Management communication with certain functions was vital to both the host broadcaster and rights-holders. These functions included Ticketing, Food Services, Accommodations and Press Operations. This open communication environment created synergy and facilitated compatible Games planning.

C O N C L U S I O N •

Through communication, hard work and planning, Broadcast Management brought together many organizations and various groups to build one of the finest broadcast management groups in the history of the Games. And with the help and support of all involved parties, Broadcast Management was successful in helping bring the Games to the world.

2002





H O S T I N G T H E W O R L D • ACCOMMODATIONS 306

› TICKETING 316 › FOOD SERVICES 322 › VISITOR SERVICES 330





Derek Parra, United States of America, Speed Skating

U T A H O L Y M P I C O V A L

A C C O M M O D A T I O N S

F U N C T I O N A T A G L A N C E

D A T E S

Formed: 5 March 1996 • Ended: 1 May 2002

R E P O R T E D T O

John Bennion, managing director, Games Services

P R O G R A M D E L I V E R A B L E S

- Secured lodging for accredited visitors to the Games—Olympic Family, sponsors, media and workers—through contracts with lodging facilities.
 - Arranged lodging alternatives for Games spectators. Objective satisfied with residential accommodations and commercial lodging programs.
-

B U D G E T

- Total: \$1.87 million • Cash: \$1.79 million • VIK: \$88,934
-

S T A F F

John Sindelar, director

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 11 • December 2001: 17
-

G A M E S - T I M E S T A F F I N G

- Paid Staff: 13, plus three for temporary housing • Volunteers: 12 for temporary housing
-

K E Y C H A L L E N G E S

- Obtaining a sufficient supply of rooms to meet demand • Allocating rooms to satisfy the maximum number of constituents
 - Breaking even, meaning that commissions covered the cost of SLOC rooms • Avoiding financial liability for unused rooms
 - Determining need for and eventually operating temporary housing • Ensuring that ticketholders have reasonable lodging options
-

K E Y M I L E S T O N E S

- 1996–2000: Assembled lodging through contracts
 - 1998–2000: Conducted customer-group needs assessment
 - 1999–2001: Allocated lodging supply to customer groups
 - 2000–2001: Managed collections from customer groups
 - 2000–2001: Released unneeded rooms back to lodging facilities
 - 2001: Paid lodging facilities for rooms used
-

K E Y S T A T I S T I C S

- 19,083 rooms allocated in 234 lodging facilities for average stay of 24 nights



A C C O M M O D A T I O N S

Working in the Games Services division, Accommodations secured lodging for accredited visitors to the Salt Lake 2002 Olympic Winter Games: Olympic Family, sponsors, media and workers. Contracts were signed with lodging facilities, which were allocated to customer groups in a preapproved rank order. The function's careful sequence of contracting supply, identifying demand, allocating rooms and releasing leftover rooms was key to its financial success. Many of Accommodations' responsibilities were completed before the Opening Ceremony. Lodging facilities provided guest services during the Games. Accommodations was responsible for other SLOC lodging-related activities, including organizing temporary housing alternatives and arranging for accommodations for Games spectators.

Accommodations secured 20,707 rooms for accredited visitors. Of that number, the function allocated 19,083 rooms in 234 lodging facilities, with the remaining 1624 rooms released back to the lodging facilities. Rooms managed by SLOC were in every price and quality range and represented 55 percent of the 35,000 rooms in the total lodging inventory of properties located within two hours of Salt Lake City. SLOC secured 85 percent of the rooms within a one-hour radius. Two-thirds of the rooms were located in Salt Lake County, with the remaining third located in the venue cities and beyond.

When SLOC presented its initial accommodations plan to the IOC in June 1998, it was assumed that all lodging facilities would be located within a one-hour radius of downtown Salt Lake City. By the time the IOC Executive Board approved the final accommodations' allocation plan in December 1999, the radius had been expanded to two hours outside of downtown Salt Lake City to accommodate the demand for lodging.

Accommodations began by identifying lodging facilities suitable to Games guests and negotiating contracts with those facilities. Accommodations maintained a relationship with the ownership and management of each of those properties, which properly prepared the property and its staff to host guests during the Games. The following is the rate structure by hotel category (price per night in U.S. dollars). One-third of all rooms was in the deluxe range and the remaining two-

thirds were in the moderate and standard ranges. There were exceptions to categories and price ranges.

Standard: \$85 to \$195

Moderate: \$110 to \$275

Deluxe: \$220 to \$370

The next step for Accommodations was to identify the customer groups for whom SLOC was obligated to provide lodging and determine their preferences for lodging type, quantity, quality, price and location. SLOC's accommodation obligations were gathered from information provided in the Host City Contract as well as in sponsor, broadcaster and sport-federation contracts. The function also contacted the customer groups directly and used historical Games information and information provided by SLOC's function directors to gather more specific accommodation needs.

In December 1998, the IOC Executive Board approved allocation priorities from Accommodations for the following five customer groups in order of ranking from highest to lowest: (1) athletes and officials (2) IOC, IFs and NOCs (3) sponsors, broadcasters and press (4) sponsor workers (5) SLOC workers and contractors.

The top-ranked groups were allocated rooms that closely met their preferences, while the lower-ranked groups were often allocated rooms that fell short of their preferences. Accommodations faced some challenges trying to meet the quality, quantity and location requests from the customer groups. In many cases, these challenges resulted in a gap between supply and demand of the preferred lodging characteristics. Accommodations booked apartments, condominiums and limited-service properties in addition to full-service hotels in an effort to close this gap, but as with most Games, there were situations where a customer group's needs could not be matched due to limited supply.

Once the inventory of rooms was determined and the requests from the customer groups had been considered, the rooms were assigned to constituent groups through an allocation agreement between SLOC and customer groups. The agreement passed Accommodations' obligations to the lodging facility along to the customer groups. Accommodations designed the agreement and the accompanying business process to minimize the risk to SLOC of committing itself to purchasing rooms without first securing buyers for those rooms, a problem that had plagued past organizing committees. The timing of the room-release dates with hotels and the allocation agreement commitment requirements allowed Accommodations to release unwanted rooms back to the lodging facilities. The agreement also fully disclosed the quality, location and features of the assigned lodging facility so that customer group expectations were managed from the start.

Two unique allocations involved the Olympic Family Hotel and the Soldier Hollow Alternate Housing program. In both cases, lodging inventory was contracted by Accommodations and allocated to users, but other SLOC functions oversaw these programs. In the case of the Olympic Family Hotel, most rooms in the hotel were allocated to the IOC. SLOC's ICS function managed the Olympic Family Hotel. Likewise, most rooms near Soldier Hollow were allocated to athletes and officials. NOC and Athlete Services managed the project. In both cases, Accommodations continued to provide limited support to both projects.



Accommodations worked with Transportation to schedule shuttles between lodging sites and the MMC, far left. Center and near left: The function secured a wide variety of rooms in and around the downtown Salt Lake City area, some were in proximity to these Dale Chihuly glass structures at Abravanel Hall.

PAYMENT SCHEDULES AND DEADLINES

While there were exceptions and variations, the general schedule and deadlines for customer-group invoicing and collections followed a pattern of four payments. Some started May 2000 and others started November 2000:

- 31 May 2000 (25 percent of minimum-stay period due with confirmed allocation; 20 months out)
- 30 November 2000 (25 percent of minimum-stay period due with confirmed allocation; 14 months out)
- 31 May 2001 (25 percent of minimum-stay period due; eight months out)
- September/October 2001 (50 percent of minimum-stay period due; four to five months out)
- October/November 2001 (100 percent of pre- and post-Games period due; three to four months out)

This schedule was intended to precede the corresponding lodging release schedule by 60 days. While the legal obligation for SLOC to pay lodging facilities corresponded to the release schedule up to 18 months in advance of the Games, the actual payment dates to lodging facilities were contracted as follows:

- Payment for minimum-stay period: 30 November 2001 (two months out)
- Payment for pre- and post-Games period: 28 December 2001 (one month out)

TEMPORARY HOUSING •

SLOC struggled for many months with the need, format, costs, location and operation of temporary housing. Many options were considered, including recreational vehicles, movable dormitories, military camps and youth camps, but were rejected for various reasons. SLOC eventually selected and developed three temporary housing projects to supplement its inventory of contracted lodging facilities: Northgate Apartments, Wasatch Back Manufactured Homes and Treasure Mountain Middle School Gymnasium.

Northgate Apartments consisted of 330 one- and two-bedroom apartments for a total of 432 bedrooms. They were located in two towers of the new Gateway District of downtown Salt Lake City. Built by a private developer with the assistance of a \$2 million grant from the U.S. government, they were furnished, supplied and operated by SLOC and its subcontractors during the Games. They were allocated to NBC and the European Broadcast Union. After the Games, half of the units were made available for low-income tenants at below-market rental rates to address the affordable housing shortage in Salt Lake City.

HOTEL TRAINING SEMINARS •

The Wasatch Back Manufactured Homes consisted of 42 four-bedroom manufactured homes with a total of 160 bedrooms housing 320 people. They were located in Heber City, near Soldier Hollow, and were allocated to SLOC workers during the Games. The homes were purchased by Utah Housing Corporation, with the assistance of an additional \$2 million grant from the U.S. government and were placed temporarily on land leased by SLOC. They were furnished, supplied and operated by SLOC and its subcontractors during the Games and were presold to low-income Native American families who moved into the homes after the Games.

The Treasure Mountain Middle School Gymnasium consisted of 150 beds, dormitory-style, in a middle-school gymnasium, wrestling room and cafeteria. Located in Park City, it served as lodging for SLOC workers during the Games. The site was leased by SLOC during the school's short Olympic break, which necessitated a simple operation with fast setup and teardown. The operation was furnished, supplied and operated by SLOC and its subcontractors during the Games.

Modeled on similar events from past Games, a series of hotel-training seminars was conducted annually from 1997 through 2000, and quarterly in 2001, to prepare contracted lodging facilities to fulfill their obligations for the Games and to serve the needs of their Games-time guests. The seminars included hotel-specific and general information, along with motivational programs. Topics covered a variety of areas such as hotel taxes, hosting international guests, transportation and security, while the guest speakers included several Olympians. The seminars culminated in a major two-day retreat November 2001 and served as a primary means of communication with the staff of the lodging facilities.

SLOC WORKER MANAGEMENT •

Accommodations managed and funded all lodging for SLOC-paid workers who required it, including conducting needs assessments, making allocations and taking reservations for these workers. SLOC workers' bottom ranking on allocation priorities created challenges in allocating satisfactory accommodations (quality, location, etc.). Accommodations trained SLOC's largest internal users (Transportation, Sports, Ceremonies) in the use of its reservation system.

INFORMATION SYSTEM •

Accommodations depended heavily on an information system to manage supply, demand, allocations, collections, payments, releases and reservations on \$83 million in lodging obligations. Commissions generated from the lodging services provided \$11 million for Accommodations, which was used to pay for SLOC's own lodging expenses during the Games, still leaving nearly \$1 million



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©Harry How/Getty Images



©Doug Penninger/Getty Images

Rooms not reserved by the Olympic Family, the media or other constituent groups were released to the public. Thus, thousands of spectators were able to find lodging near Soldier Hollow (center) and Rice-Eccles Olympic Stadium (near left). Far left: Children cheer for the Olympic Torch Relay.

in surplus. The system also supported a cash-flow process that required collections from customer groups before payments were made to the lodging facilities.

The information system used by Accommodations to manage lodging facility and customer group information was called CheckIn. CheckIn had been used in the past for packaging accommodations, airfare, event tickets and other services related to World Cup soccer competition and other major sporting events. The existing application required modification to allow for increased information that needed to be stored for both the lodging facilities and the customer groups. In addition, Accommodations added the ability to allocate the customer groups to specific room types at the properties and to manage a reservation process for SLOC workers.

C O N F E R E N C E S A N D T E S T E V E N T S •

Beginning with the U.S. Figure Skating Nationals in February 1999, Accommodations secured lodging for athletes, officials and other accredited visitors at 20 conferences and 30 test events held prior to the Games. For each event, Accommodations sent out a request for proposal to the local convention bureau or hotels requesting rates and availability for events. Accommodations staff then met with the function or sport manager in charge of that particular event and conducted a site tour of the proposed lodging facilities. The choice of facility was ultimately made by the function or sport manager, after which Accommodations requested a contract with the facility before passing the contract along to the manager. Accommodations acted as an on-site liaison at the hotels on arrival and departure dates for some events. SLOC secured a total of approximately 50,000 room nights for the conferences and test events at an average rate of \$100 per night resulting in a total room value of \$5 million.

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S T A F F I N G •

The core of the Accommodations staff was organized around the key responsibilities of the function—supply and demand. The balance of the staff was organized around the additional projects for which Accommodations had responsibility. Total pre-Games Accommodations staff numbered 13 people. Accommodations was also supported by the staff of its partners and contractors who held responsibility for spectator programs (VIS and Coldwell Banker) and for temporary housing. The following is a brief description of the responsibilities of the Accommodations staff:

DIRECTOR OF ACCOMMODATIONS:

Responsible for direction of entire function

LODGING FACILITY MANAGER + LODGING FACILITY COORDINATOR:

Responsible for contact, correspondence and agreements with lodging facilities

CUSTOMER GROUP MANAGER, CUSTOMER GROUP COORDINATOR AND CUSTOMER GROUP ASSISTANT:

Responsible for contact, correspondence and allocation agreements with customer groups

SPECIAL PROJECTS MANAGER:

Responsible for operations during the Paralympics and test events and overseeing spectator accommodations programs and Games operations

HOUSING OPERATIONS MANAGER:

Responsible for Games-time operations of all temporary housing via oversight of temporary housing contracts

SYSTEMS SPECIALIST:

Managed the CheckIn system and provided Accommodations with IS support

ADMINISTRATIVE ASSISTANT:

Provided administrative support for the entire Accommodations team

FINANCE COORDINATOR:

Provided financial support for invoicing, collections and payments (reported to Finance)

RESERVATIONS COORDINATOR + RESERVATIONISTS (TWO):

Provided reservations support for all SLOC-paid accommodations

**SPECTATOR
ACCOMMODATIONS •**

Accommodations anticipated the limited availability of lodging for spectators during the Salt Lake 2002 Olympic Winter Games, as well as the direct link between access to lodging and ticket sales. The function established two programs to facilitate spectators' ability to secure lodging, one to provide residential lodging and the other to provide commercial lodging. Both of these programs were prominently displayed on the SLOC website, which provided direct links to each program.

**RESIDENTIAL
ACCOMMODATIONS
PROGRAM •**

Through this program, spectators rented private homes and apartments or rooms in private homes during the Games. Accommodations sent out an RFP to find a real estate company to handle the Residential Accommodations Program. After reviewing the submitted proposals, the function chose Coldwell Banker Premier Realty in April 2000.

Coldwell Banker collected lodging inventory from homeowners and took reservations via phone lines and a website (UtahHomes.com). Homes were located within a one-hour radius of Games venues in Utah, Wasatch, Summit, Davis, Weber and Salt Lake counties. Coldwell Banker offered three subprograms. HomeStay offered spectators a vacant furnished home, HomeHost provided a private room in an owner-occupied home with breakfast daily, and an apartment rental program provided an opportunity for apartment tenants to rent their units during the Games.

SLOC approved the homeowner and visitor policies, procedures, terms and conditions on 1 July 2000, and Coldwell Banker launched the inventory and reservations system on UtahHomes.com and by phone on 1 September 2000. The equivalent of more than 500 homes and apartments was rented through Coldwell Banker for the full length of the Games.

**VISITOR INFORMATION
SERVICES •**

Visitor Information Services (VIS) was a nonprofit consortium whose members included approximately 35 nonprofit and government agencies, including the several chambers of commerce. The mission of VIS was to provide guests with useful information about Utah, including available lodging alternatives, so that the guests were aware of the services and attractions in the area and to encourage

repeat visits in the future. SLOC contracted with VIS to provide a variety of services, including a call center (opened 15 September 2000) and website to handle accommodations bookings for guests.

VIS was responsible for obtaining an inventory of commercial lodging to offer visitors. SLOC transferred its excess inventory to VIS and encouraged properties that received released rooms back from SLOC to place these rooms in the VIS system. SLOC referred lodging facilities with room availability as well as customer groups with surplus rooms to VIS. Available VIS inventory was prominently displayed on the SLOC website. More than 27,000 rooms were rented through VIS for the Games. (See more information on VIS in the chapter that begins on page 338.)

GAMES - TIME OCCUPANCY •

Broadcaster, sponsor and press accommodations were at 100 percent occupancy from 8–24 February 2002. Broadcasters were the first to arrive and by 25 January they occupied approximately 17 percent of their allocated rooms. Sponsors and members of the press did not reach that occupancy rate until 6 February, and then attendance for all three groups reached 100 percent on 8 February and remained at that level before dropping off again after 24 February.

The Olympic Family Hotel was sold out for the 17 night minimum stay period from the night of the Opening Ceremony through the night of the Closing Ceremony. Some rooms may have been paid, but unoccupied during that period. Arrivals began over two weeks prior to the Opening Ceremony, and nearly all departures occurred within three or four days of the Closing Ceremony.

GAMES - TIME OPERATIONS •

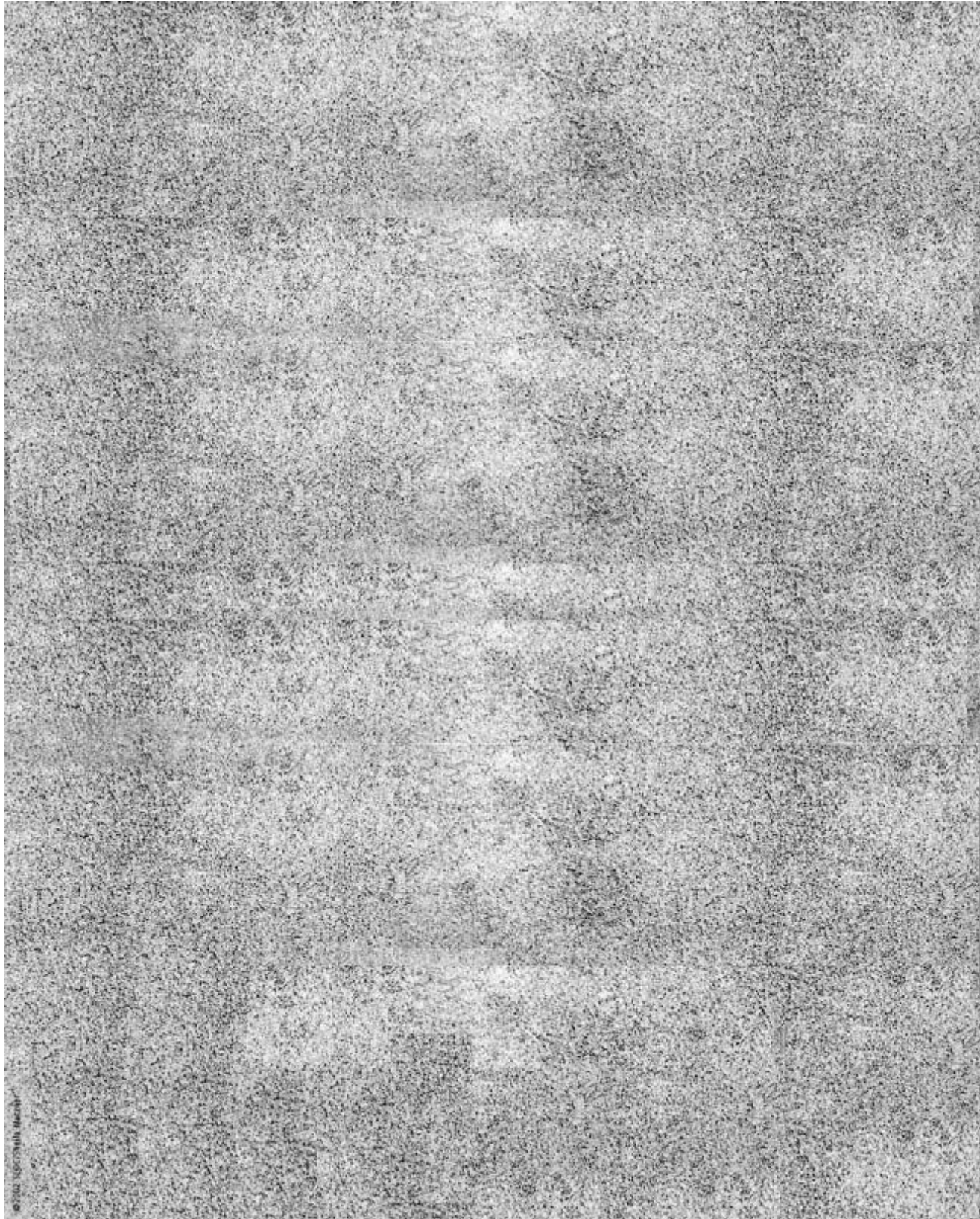
Accommodations hosted its Functional Area Command (FAC) at SLOC Headquarters from 25 January to 28 February. Its key responsibility was staffing the 24-hour accommodations hot line. Accommodations staff responded to problems raised by lodging facilities and customer groups, and managed internal customer groups' lodging problems, issues and last-minute needs. Staff also managed SLOC-owned surplus room inventory and monitored three temporary housing operations. With 24-hour coverage, the team was consolidated to four contiguous workstations. There was a 06:00 to 14:30 shift, a 14:00 to 22:30 shift and a 22:00 to 06:30 shift. Overnight shifts had one person on duty, whereas morning and evening shifts had from two to four people on duty. A television with coverage of all venues was located in the work space.

Specific responsibilities of the Accommodations FAC staff included updating MOC issues, submitting daily reports to the MOC, reviewing and posting the MOC Daily, monitoring MOC Bulletins when issued, taking reservations for last-minute needs, securing rooms at requested hotels, submitting updated rooming lists to hotels and processing VISA transactions. The staff also followed up on no-shows from the preceding night, reviewed preparations for upcoming arrivals, processed the sale of SLOC rooms in the VIS inventory, received and posted the list of rooms available at VIS, processed Lodging Facility Incident Handling Reports and assembled a Games-time finance report.

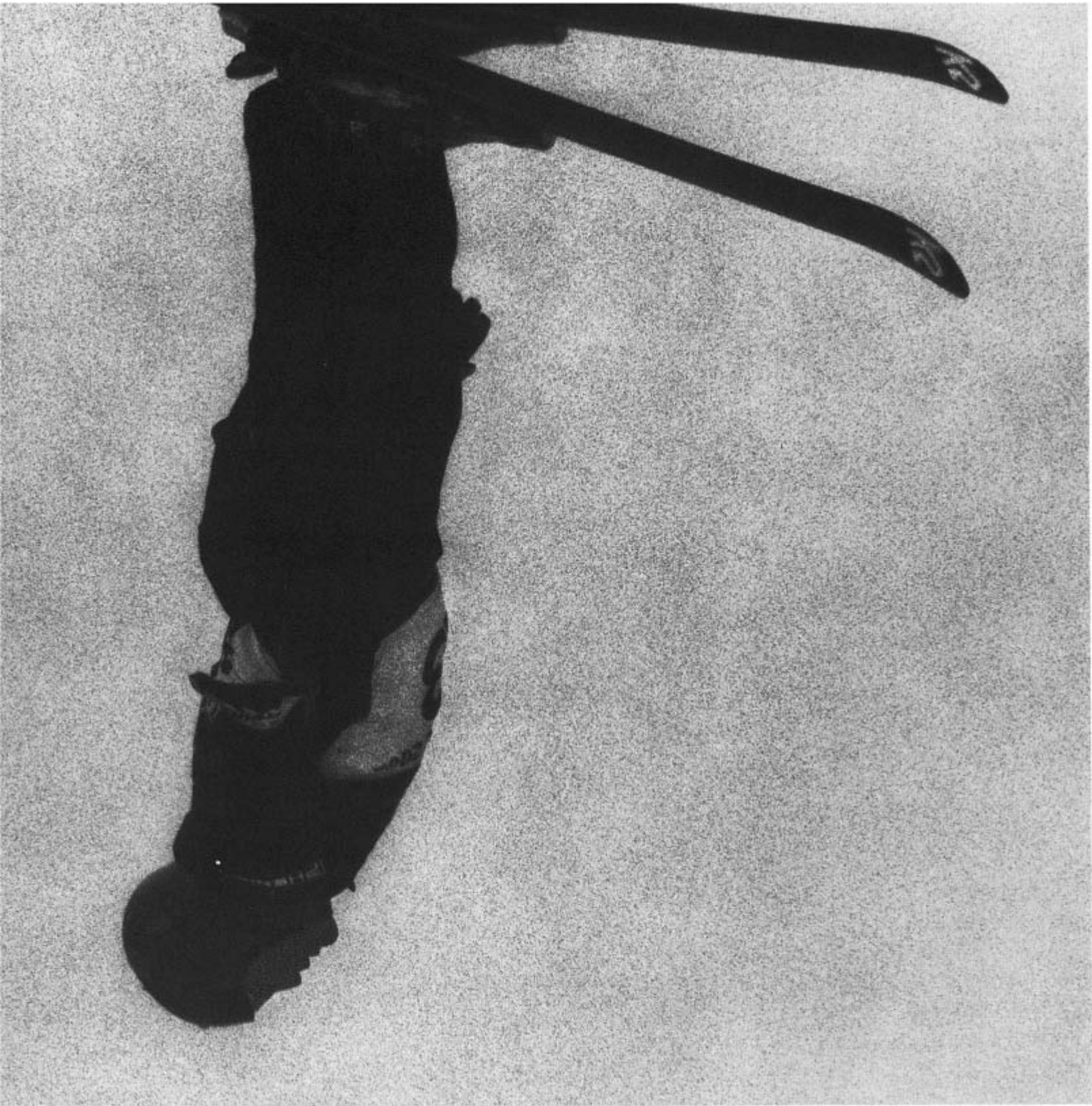
Accommodations included 10 people (all staff, no volunteers, except for two secondees) on the Accommodations FAC schedule, but it was insufficient planning for a 24-hour, 34-day schedule. In retrospect, volunteers could have been recruited to assist with the coverage schedule, and the Accommodations staff should not have been shared with other functions. In addition, the Accommodations team could have been better trained for Games-time operations. The majority of volunteers were trained to handle issues at a venue and not in an office-type atmosphere. The team struggled with cohesiveness and communication due to the 24-hour work schedules (which had not been a problem when all Accommodations staff worked the same shift prior to the Games). In order to communicate, staff relied on e-mails and text messages during the Games, representing a significant change from the one-on-one personal contact and staff meetings held before the Games.

Aerials

D E E R V A L L E Y R E S O R T



© 2002 US Ski Team



T I C K E T I N G

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1999 • Ended: June 2002
-

R E P O R T E D T O

John Bennion, managing director, Games Services

P R O G R A M D E L I V E R A B L E S

- Generated \$180 million in net revenue through ticket sales.
 - Provided a fair and equitable process of ticket distribution across all customer groups.
-

B U D G E T

- Total: \$8.83 million • Cash: \$5.53 million • VIK: \$3.3 million
-

S T A F F

Marty Schueren, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 13 • December 2001: 11

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 10 • Contractors: 128 • Volunteers: 11
-

K E Y C H A L L E N G E S

- Using the Internet to facilitate the sales process across all customer groups
 - Developing a fair system of ticket distribution for events to the Games
-

K E Y M I L E S T O N E S

- December 1999: IOC EB approved ticket prices and process
- June 2000: Allocated tickets to sponsors, NOCs, Olympic Family and others
 - October 2000: Start of domestic public-ticket request phase
 - June 2001: Start of public single ticket sales process
 - October 2001: Start of local ticket outlet sales
- December 2001: Distributed and delivered Games tickets



T I C K E T I N G

Ticketing was responsible for managing ticket sales for the Salt Lake 2002 Olympic Winter Games, Paralympic Winter Games and the 2002 Olympic Arts Festival. Combined, the three events had a total of approximately 2 million tickets available for sale with a revenue goal of \$180 million in net ticket sales.

Ticketing was formed in January 1999. Before the U.S. public sales phases, Ticketing developed ticket projections and revenue goals by using a computer software program created for the Atlanta 1996 Games to assist it in ticket sales and inventory control. Ticketing also had the responsibility of finding a ticketing company that could sell, manage and audit the entire Games inventory. In December 1999, SLOC signed an exclusive agreement with Tickets.com to be the official supplier of ticketing services to the Salt Lake 2002 Olympic Winter Games. Tickets.com worked in cooperation with SLOC Ticketing to develop a successful sales program that would handle ticket orders internally, via the Internet, telephone, outlets and venues.

SLOC was the first OCOG to make tickets available primarily on the Internet. On 10 October 2000, the ticket process for the 2002 Olympic Winter Games began, and the U.S. public had the opportunity to request Games tickets on the Internet or by mail. Approximately one-half of all Games tickets were available to the U.S. public. Remaining tickets were reserved for Olympic Family, sponsors and other recipients to satisfy contractual obligations.

Spectators could purchase Games tickets through the ticket-request phase, the add-on phase, Internet ticket auction, real-time Internet and telephone sales or in person at a ticket outlet. A wide variety of ticketing options was available to the public, including hotel and ticket packages, multi-event ticket packages, premium ticket packages and single-event tickets.

The first phase of ticketing, the ticket-request phase, was completed on 12 December 2000. SLOC received more than \$77 million in ticket requests from the U.S. public, with a benchmark \$23 million in requests on the first day. Ninety four percent of these requests were submitted via the Internet. These figures greatly exceeded original projections.

During the first phase of ticket sales, including the ticket-request phase and subsequent add-on phase, which took place in February 2001, 612,942 tickets of the 814,211 total tickets made available for sale to the public were sold. Revenues generated through those two phases totaled \$62 million.

Those who missed the first opportunity to purchase tickets were given another opportunity beginning 10 April 2001 to purchase one or more of the approximately 200,000 remaining tickets. Through May 2001, buyers were able to download an order form from the SLOC website. Orders were filled on a first-come, first-served basis. Confirmations were made by mail.

SLOC launched an Internet ticket auction through eBay, an online auction website, on 21 May 2001, during which the public was able to bid on some of the most high-profile events of the Games. SLOC auctioned approximately 1000 pairs of tickets, generating more than \$1 million in sales.

Beginning on 6 June 2001, SLOC Ticketing launched the next sales phase—real-time Internet and telephone sales. Through the Paralympic Winter Games in March 2002, consumers were able to place orders over the Internet or telephone and receive immediate confirmations on their request. Of the two options available to the public, approximately 80 percent of the orders were placed via the Internet. In total, SLOC sold 216,000 tickets valued at more than \$22 million.

The final sales phase that SLOC launched was the over-the-counter sales. Using Smith's ticket sales outlets, known as Smith'sTix, local consumers were able to go to any of the 36 Smith's grocery stores along the Wasatch Front and purchase tickets to the Games. Special ticket printers were installed at all the stores so those customers could leave with tickets in hand. SLOC sold more than 62,000 tickets, generating \$4.7 million at the local outlets.

Beginning in March 2000, Ticketing began taking orders from sponsors, NOCs, Olympic Family and other special groups for tickets to the Games. During the next 1.5 years, SLOC sold more than 690,000 tickets to these groups, generating \$115 million in ticket revenue.



Ticketing's strong marketing message encouraged spectators to purchase tickets through official means rather than from scalpers, far left. The function worked with Creative Services to produce three distinct designs for ticket faces: Ceremonies, souvenir and thermal.

The ticket printing and fulfillment process started in August 2001. Three types of tickets were produced: Ceremonies, sport souvenir and thermal (which were sold at outlets). For the Ceremonies and sport souvenir tickets, files were sent to the printer so that customer information, session information and seat locations could be imprinted on each ticket. Tickets were packaged into an overnight delivery envelope along with a Salt Lake 2002 Official Spectator Guide and map were delivered to customers in early January 2002.

The success of ticketing operations is due in part to SLOC's honesty in presenting its sales plan to the public: Organizers were clear, forthcoming and truthful about ticket inventory. Extensive research was another key element of the success. Before selling tickets, SLOC commissioned a Harris Poll Survey to define what most interested the public. The response indicated that most potential spectators wanted an overall Olympic experience and were less concerned about attending a specific sport. This resulted in the creation of the Olympic Experience Package (OEP), a group of tickets to various

Olympic events. During the Ticket Request Phase, almost 60 percent of tickets requested were for the OEPs. The sales concept was so successful that Ticketing recommends that future Olympic Games and Olympic Winter Games use this idea in order to maximize their sales efforts.

TICKET DESIGN •

Creative Services designed the three different types of Salt Lake 2002 tickets in January 2001. Due to the nature of ticket production and the printing process, designers were unable to portray each individual sport, but instead used a rendition of an athlete emerging from ice, incorporating the visual identity of fire and ice and the Salt Lake 2002's *Light the Fire Within* theme. A similar image had been developed for the medals.

SOUVENIR TICKETS •

Those who ordered in advance received souvenir tickets. Approximately 1.7 million souvenir tickets were produced. Security features included custom watermark paper, a custom 3-D hologram and trace ink on the back of the ticket that, when scanned with a special sensor, showed the authenticity of a ticket.

THERMAL TICKETS •

Thermal tickets were purchased on site or at ticket outlets; they shared a similar design to the souvenir tickets, but in a smaller size and approximately 463,000 were produced. The custom 3-D hologram was included for security.

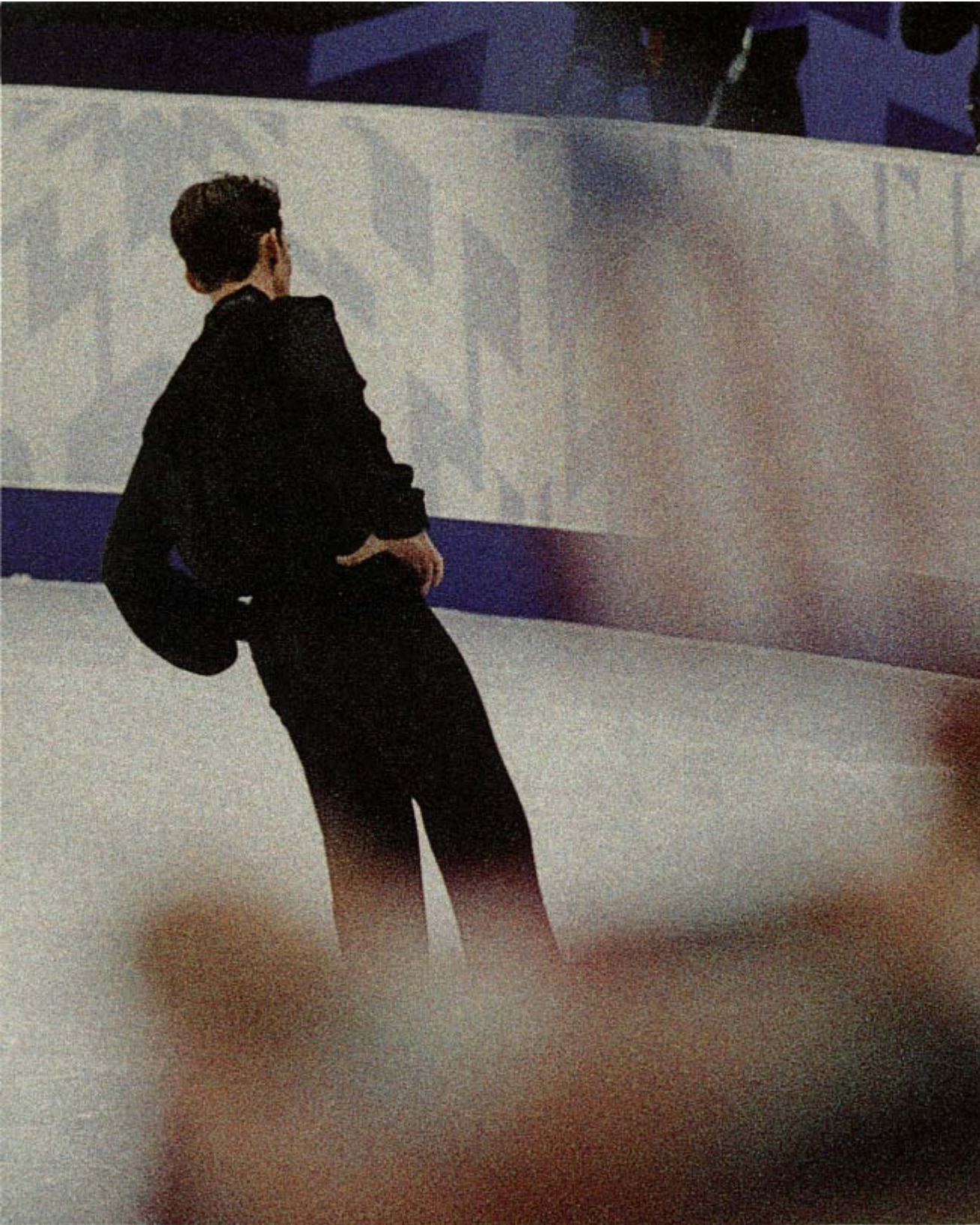
CEREMONY TICKETS •

Ceremonies tickets had a beautiful design and high production value. More than 120,000 were printed on an offset press using metallic silver inks in a duotone look. A unique design was created for both Opening and Closing Ceremonies. Because of their enormous value, these tickets included extra security features.

GAMES-TIME ROLE •

The main role of Ticketing during the Games was to handle customer-service issues. A ticket office at each venue allowed the function to sell remaining tickets and handle questions regarding accessible seating needs and other issues. Approximately two percent of the seating capacity had been set aside for spectators with disabilities and for last-minute ticket requests from Olympic Family members.





Todd Eldredge, United States of America, Figure Skating

S A L T L A K E I C E C E N T E R

F O O D S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1997 • Ended: May 2002
-

R E P O R T E D T O

- John Bennion, managing director, Games Services
-

P R O G R A M D E L I V E R A B L E S

- Designed the food services areas and Games-time menus
 - Contracted with outside vendors for food services operations
 - Implemented, tested and assessed the program prior to the Games
 - Returned food services equipment following the Games
 - Served as the liaison between catering suppliers and sponsors for the James Beard Foundation Dinners during the 2002 Olympic Arts Festival
-

B U D G E T

- Total: \$30 million • Cash: \$9.8 million • VIK: \$21 million

S T A F F

- Donald Pritchard, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 8 • December 2001: 18

G A M E S - T I M E S T A F F I N G :

- Paid staff: 26 • Contractors: 2900 (90 percent from Compass Foods, 5 percent from Coca-Cola, 5 percent, McDonalds) • Volunteers: 500

W O R K L O A D

Served more than 130,000 meals per day during the 2002 Games

K E Y C H A L L E N G E S

- Securing food sponsorships valued at more than \$40 million
 - Providing a high-level of service and product offering without over-commercializing the Games-time environment with sponsor advertising
 - Serving more than 56,000 attendees to the Opening and Closing Ceremonies at Rice-Eccles Olympic Stadium without permanent kitchen facilities
 - Managing competing marketing relationships between the contributing Food Services sponsors, partners and supplier
-

K E Y M I L E S T O N E S

- 1998–1999: Received outside consulting services
- June 1998: Food Services budget and staffing plan complete for management review
 - January 1999: Hired Food Services Director
 - July 2000: Signed Compass Foods sponsorship
 - November 2001: Approved final Games-time menus
- January 2001: Selected and trained 500 Food Services volunteers
- February 2002: Served more than 130,000 meals per day during the Games



F O O D S E R V I C E S

SLOC formed Food Services in 1997 to plan and implement an effective catering and beverage program that would service athletes, officials and spectators during the Salt Lake 2002 Olympic Winter Games. With more than 130,000 meals per day being served during the Games, the function delivered a total of three million meals in February 2002. To manage this monumental effort, the function coordinated with Venues to design the food services areas, contracted with outside vendors for food services operations, implemented, tested and assessed the program prior to the Games; and returned food services equipment following the Games. Food Services was also committed to providing excellent customer service with high-quality products to attendees of the Salt Lake 2002 Olympic Winter Games.

During the first 1.5 years of its operation, the function worked directly with Marketing so it could proactively solicit the myriad sponsors and supplierships it needed to support SLOC's food services program. SLOC hired the Food Services director in January 1999 to help negotiate the function's supplier relationships. The key to SLOC's successful food services program rested in its ability to secure comprehensive marketing sponsorships from major food industry suppliers. The function tackled this challenge and developed a diverse marketing campaign that brought in more than \$25 million in sponsorship revenues by 2001.

In addition to conducting a major marketing effort, Food Services continued to diversify its product offerings in 1999. SLOC President and CEO Mitt Romney charged Food Services to devise a comprehensive program that highlighted Utah's Western traditions without commercializing the Salt Lake 2002 experience.

This focus forced the function to look for creative and innovative solutions and to bring on world-class partners in the catering program for the Salt Lake 2002 Games. Wherever possible, the function planned to offer unique menus to its constituents featuring products from industry leaders.

In late 1999 and continuing through 2000, an outside consulting firm conducted a food services scope of service analysis. Based on historical data from past Games, the firm projected a total food services budget of close to \$40 million, which included \$8 million for two proposed sponsor

hospitality villages in downtown Salt Lake and Park City. SLOC's food services budget comprised four elements: the organizing committee, caterers, food distributors and manufacturing firms.

Given the function's extensive budget, only 12 to 16 caterers within the United States had the capabilities to deliver SLOC's required scope of service. In June 2000, SLOC solicited 12 firms with a request for proposal (RFP) for a \$30 million food services sponsorship. By September 2000, SLOC had signed a catering supplier in a deal worth \$25 million. Additionally, the function allocated \$4.5 million to design temporary kitchen facilities that would operate during the Games.

As the function continued in the marketing phase of its program, Food Services signed four major product suppliers who would be able to sell their products, ranging from beef and soup to nuts and cereal. SLOC worked hard to devise contracts that protected these firms' exclusive marketing rights and their sales opportunities at the venues. At the same time, the function aimed to offer a diverse product mix that reflected the high standards established by senior management.

By October 2000, a major component of the food services program had collapsed. Originally, SLOC had planned to design two high-visibility sponsor hospitality villages. Located in downtown Salt Lake City and Park City, these restaurant and entertainment outlets would be hosted in large high-quality tents. Due to the difficult economic climate in the region, however, SLOC failed to secure enough memberships to make the venture financially feasible. After a series of assessments, Food Services canceled the program.

Starting in early 2001, SLOC held weekly meetings with its food services suppliers and sponsors. These discussions focused on the scope of the program, from menu selection and procurement to manufacturing and distribution. Included was the input of Event Services and Logistics to address security concerns, supplier deliveries and the food preparation facilities at the venues.

In May 2001, Food Services designed specific dining zones at the venues featuring different menus for the customer groups that would attend the Salt Lake 2002 Games. Under the final menu plan, SLOC had varied the scope of service depending on the customer group. The Olympic Family and sponsors would receive higher quality food offerings than the standard concession fare. For spectators, staff and volunteers, Food Services would provide a consistent and economical menu.

By summer 2001, SLOC had selected and trained 500 Food Services volunteers. As Food Services built out its staffing component, it collaborated with Finance and developed a flash reporting system to track revenues from concession sales during the Games. At each point-of-sale location, Food Services volunteers would enter the order into the computer system, which logged both the number of meals served and the type of product sold. At the end of each competition day, SLOC's finance managers would review the sales figures and fax a report to the MOC for the nightly executive meeting. SLOC would use the point-of-sale reports to manage its food services inventory and sponsor VIK.

By November 2001, SLOC had approved the final Games-time menus. Throughout this period, menu design was a major challenge. SLOC needed to produce a healthy menu that would fall under the overall food services budget. The function's prospective customer base forced SLOC to design menus that would satisfy the eclectic and cosmopolitan tastes of Olympic patrons. SLOC's marketing group continued to sign on new suppliers through late fall 2001, which forced Food Services to continually reassess its meal-planning program.

During the Games, Food Services staffed more than 2900 employees. Volunteers were divided into four position levels. Food services supervisors managed SLOC's inventory of VIK items at the venues. Attendants reported to the supervisors and restocked the VIK products when inventories ran low. To transport inventory into the venue, food and beverage runners shuttled the product between

stock rooms, refrigeration units and ovens, to the point-of-sale. Finally, 10 administrative assistant volunteers helped track information and file reports at the venue level.

The food program for the Opening and Closing Ceremonies presented major challenges for the function. During these events, SLOC was required to provide catering services to the more than 50,000 attendees and 8000 Team 2002 members at Rice-Eccles Olympic Stadium. High-quality food



Food Services planned meals for SLOC staff, Olympic Family, media, athletes and officials, and sold concessions to hundreds of thousands of spectators, including these Park City revelers at left.

items were necessary for the Olympic Family and distinguished individuals residing in the sponsor and donor hospitality suites.

Complicating these requirements, Rice-Eccles Olympic Stadium did not have kitchen facilities that matched the volume of service needed during the Ceremonies. Food Services met these challenges with mobile high-capacity ovens, capable of rapidly heating precooked meals.

Food security was a prime concern for SLOC. Following the events of 11 September, the threat of a poison outbreak and food contamination played an integral role in the design of the food services program. To mitigate these issues, SLOC used the Hazard Analysis and Critical Control Points System (HACCP), which NASA developed in the 1960s to ensure food safety for the space program. HACCP operated under a set of guidelines that analyzed both potential food threats and stages in the production process where contamination could occur.

Under the HACCP program, SLOC purchased all food from prescreened manufacturers. To streamline security measures, SLOC contracted the SYSCO Corporation to serve as the single point of distribution. Food was flash-frozen and transported to a 500,000 square-foot storage facility in Salt Lake City. After a thorough security screening, the products were shipped to the venues in sanitized vehicles. Precise refrigeration equipment maintained an exact cooling temperature, keeping the products fresh. During the Games, Food Services reheated the frozen meals at the venue, closing the product loop. Through the HACCP system, SLOC controlled and monitored the entire life cycle of all food products that entered the venues during the Salt Lake 2002 Olympic Winter Games.

SLOC was challenged to provide vegetarian offerings during the Games. The function incorporated a hot side dish for staff, volunteers and contractors to meet the needs of vegetarians. To supplement the standard menus, the function provided additional items, including energy bars, sandwiches, crackers and pasta salad.

At the venues, concession stands were initially plagued with long lines. Food service venue managers and the catering supplier worked together to resolve these issues. Additional staff was brought on through the catering supplier to accelerate customer service, and food service venue managers worked daily to ensure that the concessions were adequately stocked and supplied. The

dedicated work of the function's staff and its partners, sponsors and suppliers furthered the success of the 2002 Games.

A final challenge involved brand protection. In a few cases, manufacturers' signs were turned over or removed to avoid potential problems with the IOC or sponsor rights.

At all competition venues, the food services menu operated on a nine-day rotation during the 2002 Games, with three offerings on each menu. For staff, volunteers and contractors, SLOC offered a hot entrée, along with soup and chili. Games' sponsors Certified Angus Beef and Campbell's Soup provided a daily selection of hot food choices. To prepare the food, SLOC used a "heat and eat" food preparation policy. Frozen entrées were delivered from the storage facility to the venue and finished in high-capacity ovens at the point-of-sale. This process ensured a consistent level of quality, service and security against contaminated or poisoned items.

Spectators selected from a wide variety of concession choices during the 2002 Games. In most cases, SLOC offered the same products across all venues, which mitigated its procurement and distribution costs. Although the menus featured similar choices, Food Services designed its spectator concession stands creatively to attract and please the visitors attending the events.

At the Olympic Village, SLOC developed a dynamic food program that exhibited the highest level of services. To design a food program for up to 2500 athletes, SLOC coordinated with NOCs and IFs and determined dietary needs that varied across nationalities and cultures. During the Salt Lake 2002 Games, Food Services operated two separate dining facilities in the Olympic Village, along with a coffee shop and a full-service sponsored restaurant. SLOC developed a menu that revolved on a 10-day rotation, which offered athletes a wide range of dietary choices. All food groups based on the FDA's food pyramid were represented on the Village's menus. SLOC also incorporated "food theming" into the Village food program, offering nightly specials such as wood-fired pizza, Mexican cuisine or sushi. These special services offered athletes a variety of upscale and healthy food choices during their stay in Salt Lake City.



The James Beard Foundation Dinners featured the culinary artistry of three chefs each evening. Near left: The chefs were introduced at the close of each dinner. Far left: Servers show off a selection of chocolates.

Similar to the high level of service provided at the Olympic Village, SLOC was able to add a world-class cultural component to its food services program through the James Beard Foundation Dinners. Five evenings during the Olympic Arts Festival featured celebrity chefs from the James Beard Foundation who created culinary masterpieces for dinners and receptions. On select evenings, specially prepared James Beard dinners, coordinated by the Compass Group, were offered to Olympic Arts Festival patrons.

To service members of the media, Food Services staffed, managed and operated major dining facilities at the MMC and at the media sub-centers at the venues. During the Sydney 2000 Games, high prices, small portions and limited offerings caused discontent and frustration among the press. SLOC recognized these issues and made appropriate changes in the design of the food services program at the MMC. In this effort, SLOC worked with the caterer for the venue to ensure price stability for the MMC menus. At the MMC, Food Services operated a range of food outlets. Most members of the media purchased their meals in the central cafeteria, which had a 1500 seating capacity. SLOC operated a smaller gourmet outlet, which could feed 60 people at one sitting. Finally, a McDonald's offered patrons a full-service facility and a kiosk that stocked snack and beverage items.

To service the media at the venues, SLOC offered the same concession fare provided to the spectators. Discounted hot and cold beverage items from a sponsor were also offered at all media sub-centers.

Across all constituencies, SLOC's food services program offered quality items from world-class companies that built upon the festive spirit of the 2002 Games.

Curling

T H E I C E S H E E T A T O G D E N





V I S I T O R S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: Contract signed between SLOC and Visitor Information Services (VIS) July 2000 • Ended: April 2002
-

R E P O R T E D T O

John Bennion, managing director, Games Services

P R O G R A M D E L I V E R A B L E S

Oversaw contract with VIS to provide the following:

- A room-reservation call center for spectators and those without SLOC room contracts
 - A call center for general tourism-related questions (restaurants, transportation, etc.)
 - Visitor-information booths at the Salt Lake City International Airport, at "outside the fence" at selected venues and at other high-traffic spectator areas
 - A website to provide spectator accommodation and general tourism-related questions
-

B U D G E T

- Total: At one time Visitor Services was a \$3 million function at SLOC. The function successfully outsourced the required services in exchange for naming VIS the official provider of visitor information for SLOC.
 - Cash: 0 • VIK: 0
-

S T A F F

Robert O'Neill, director

S T A F F I N G F O R S L O C V I S I T O R S E R V I C E S

- Paid Staff: 1 • Volunteers: 0 • Games-time: 785
-

K E Y C H A L L E N G E S

- Maintaining control of the visitor experience while relying on an outside entity to deliver it
 - Lack of VIS sponsor funding until shortly before the Games
 - Periodic lack of support from the local hospitality community
 - Lack of room inventory in the VIS program
 - Avoiding unfair pricing
 - Ensuring a steady flow of visitor information
-

K E Y M I L E S T O N E S

- October 2000: Launch of the Accommodations call center
 - January 2001: Launch of VIS website
- September 2001: Launch of general information call center



V I S I T O R S E R V I C E S

Initially, Visitor Services was a SLOC function with a \$3 million budget and a mission to provide spectators with access to accommodations and the information they needed to have an enjoyable experience at the Games. In mid-1999, SLOC, looking for ways to reduce its overall budget, cut the budget for Visitor Services to zero. Simultaneously, SLOC and members of the local tourism community had been discussing how the hospitality industry might become more involved with the Games. SLOC's desire to reduce its budget and the hospitality industry's desire to become more involved in the success of the Games resulted in the signing of an agreement on 28 July 2000, whereby SLOC made the newly created Visitor Information Services (VIS) Coalition of Utah the official provider of visitor information. The Visitor Services function at SLOC was retained within the Games Services division to perform a liaison function between the VIS coalition and the organizing committee.

VIS was a nonprofit consortium whose members included dozens of nonprofit and government agencies, including founding members the Salt Lake Convention & Visitors Bureau, the Park City Chamber of Commerce/Convention & Visitors Bureau and the Salt Lake City Chamber of Commerce. The mission of VIS was to provide guests with useful information about Utah so that the guests would be aware of the services and attractions in the area and would be encouraged to repeat visits in the future. SLOC contracted with VIS to provide a call center to handle lodging bookings for guests (opened 15 September 2000), a call center to handle general visitor inquiries (opened 10 September 2000) and information specialists situated in booths and high-traffic areas during the Games.

VIS successfully obtained an inventory of commercial lodging for visitors. SLOC placed its excess inventory within VIS if SLOC did not need the accommodations. SLOC referred to VIS lodging facilities interested in offering accommodations to spectators.

VIS also provided a uniformed local-information specialist at each Games venue and set up information booths outside Games venues and other areas in order to field spectator queries.

Ultimately more than 50 members joined VIS. With this arrangement SLOC would meet its visitor services obligations, as outlined in the Host City Agreement, but would do it at virtually no cost to the organizing committee.

VIS and SLOC goals were not completely aligned. SLOC had a relatively narrow agenda for VIS, while VIS wanted to provide a broader scope of services.

SLOC'S GOALS FOR VIS •

SLOC sought from VIS a room-reservation call center for spectators and those without SLOC room contracts (VIS subcontracted this obligation to the Salt Lake Convention and Visitor's Bureau with SLOC's approval) and a call center for general tourism-related questions (restaurant, transportation, sightseeing, etc). SLOC also requested visitor information booths at the airport and "outside the fence" at selected venues and at other high-spectator traffic areas; and a website for spectator accommodation and general tourism-related information.

VIS'S GOALS FOR VIS •

The overarching goal of VIS was to provide a good experience for Olympic visitors so that they would return for vacations or business in the future. VIS had the primary goals of making sure visitors had information about the local area so they could maximize their Olympic experience.

**AGREEMENT BETWEEN
VIS AND SLOC •**

At times, contract negotiations became very spirited. Many VIS members wanted their organization to be independent of SLOC, yet they wanted a close branding relationship with the Games without having to pay for the Games marks. They felt they should be allowed to hand out unrestricted printed material where and when they pleased and to sell rooms at whatever rates their members wanted to charge. SLOC explained that VIS could take this course, but SLOC could not enter into such an agreement and therefore VIS would not be able to use the Games marks.

VIS members ultimately agreed to provide the services requested by SLOC and to accept SLOC restrictions regarding printed materials and the location of information booths, as well as rates and policies for selling rooms to visitors. In return, SLOC gave VIS good booth locations and the official designation and use of the marks. SLOC worked closely with VIS on a day-to-day basis making sure goals were met.

FUNDING •

Initially, VIS was underfunded. The situation caused VIS to get off to a slow start with its website, room-inventory gathering, planning for the general information call center and the structure and number of information booths. As funding increased, matters improved.

KEY CONCERNS •

The single largest concern that SLOC had regarding VIS was that of the general information call center. Some past OCOGs had had very large and expensive call centers with hundreds of phone agents answering inquiries. SLOC decided to take a more decentralized approach and provided direct-dial numbers for tickets, accommodations, transportation and so forth. The enormous number of spectators who used the Internet to purchase tickets indicated that they were also willing to use

the Internet to find rooms and answers to their tourism-related questions. The lack of VIS funding and the subsequent delay in finalizing plans for the general information call center proved to be a challenge for SLOC.

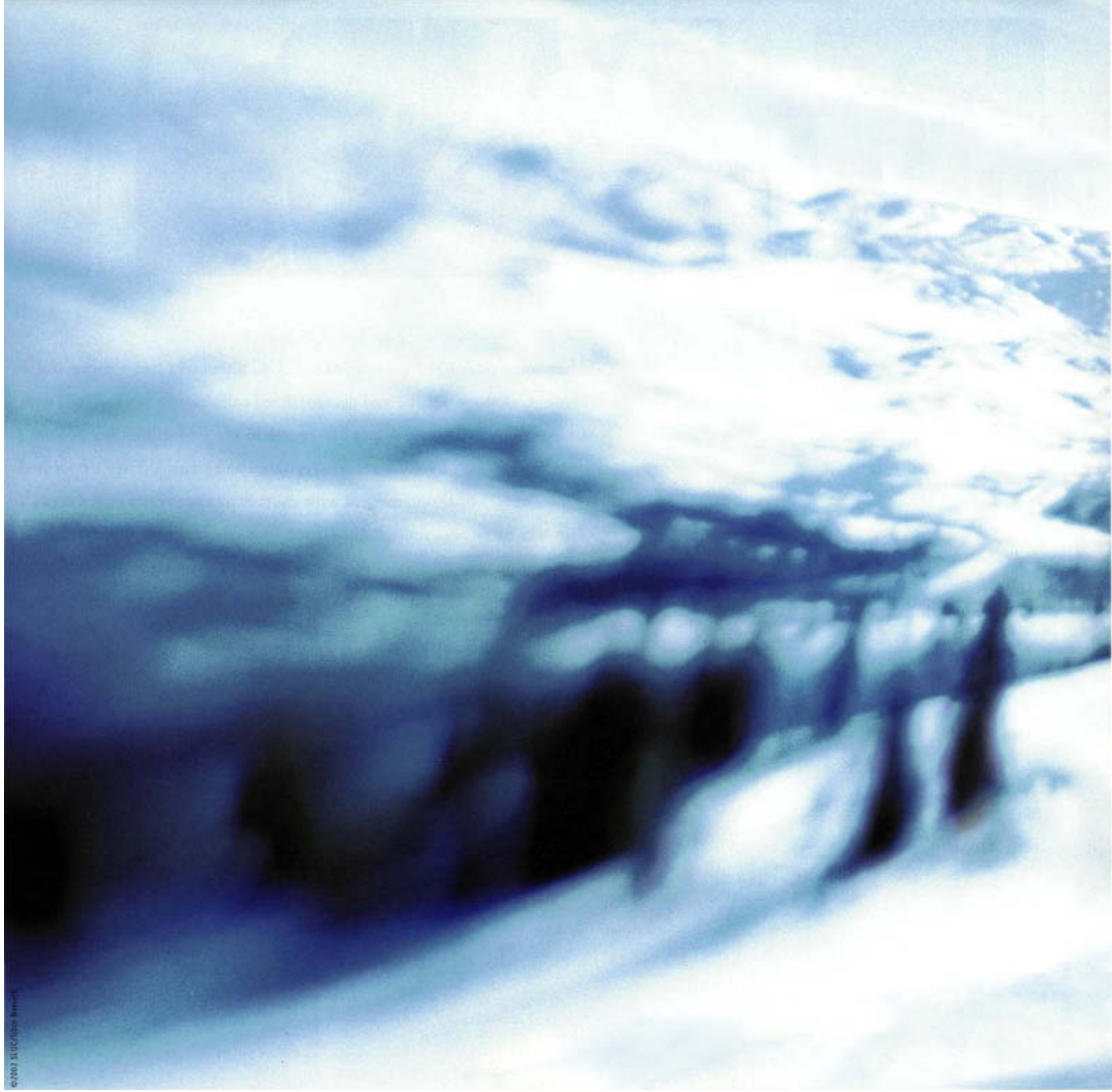


Visitor Services worked with tourist groups to answer questions from guests about the Salt Lake City area, and to promote Utah as a future destination. Far left: A volunteer greets visitors to Salt Lake Olympic Square. Center: Young fans meet Coal, Powder and Copper. Near left: A fan displays his pins at the women's ice hockey gold medal game.

CONCLUSION •

After some prolonged negotiations, SLOC ultimately had a successful arrangement with VIS. The accommodations website and decentralized call strategy worked well with few exceptions. VIS made arrangements with an existing call center to use its facilities for general tourism information, and a dedicated group of volunteers was recruited and trained. They performed well.

The VIS coalition merged with another tourism entity called Utah Tourism Industry Coalition. The VIS name was retired April 2002, but the fact that VIS existed resulted in a higher level of cooperation among tourist-related organizations in Utah. While the long-term tourism benefits of the Games remain to be seen, the increased cooperation is viewed positively by Utah's tourism industry.





Daron Rablves, United States of America, Super-G

S N O W B A S I N S K I A R E A





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Aerials

D E E R V A L L E Y R E S O R T

I N F O R M A T I O N S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: December 1997 • Ended: 30 August 2002
-

R E P O R T E D T O

David Busser, chief technology officer

P R O G R A M D E L I V E R A B L E S

- Developed, integrated and operated SLOC's technology systems
 - Signed and procured the necessary technology sponsorships to operate SLOC's technology systems
 - Ensured that security and integrity were maintained at all times for all systems
-

B U D G E T

- Total: \$162.48 million • Cash:\$65.73 million • VIK: \$96.75 million
-

S T A F F

Alice Mahmood, managing director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 81 • December 2001: 120
-

G A M E S - T I M E S T A F F I N G :

- Paid SLOC staff: 99 • IT Partner staff: 615 • Volunteers: 646
-

K E Y C H A L L E N G E S

- Late arrival of technology partners
 - Steep learning curve for technology partners
 - Late completion of architecture and network designs
 - Complexity of marketing categories and agreements
 - Worldwide collapse of technology industry
 - Combining disparate technology partners into a unified consortium
 - Late location of IT facilities
-

K E Y M I L E S T O N E S

- Fourth quarter 1997: Signed sponsorship letter of intent (LOI) with Seiko
 - July 1998: Identified initial scope and budget
 - December 1998 - Sema signs LOI
- March 1999 – WigeMIC signs on as on-venue result system provider
 - November 1999: Gateway signs LOI
- January 2001: Received applications from SchlumbergerSema
- February 2002: Ensured all Information Services policies and procedures were followed



I N F O R M A T I O N S E R V I C E S

O V E R V I E W •

Advanced computer systems were one of the main operational and successful components of the Salt Lake 2002 Games. Since the 1960s, the IOC and host city organizing committees have integrated increasingly complex computer systems into Games operations—from scoring, timing and results to information diffusion, Games management and networking.

SLOC's technology program consisted of three major areas: Information Services (IS), Telecommunications and Internet. Through these departments, SLOC staff, partners, contractors and volunteers managed the global technology requirements necessary to stage the Games.

From 1996 through the Sydney 2000 Games, IBM was the IOC's worldwide partner for information technology. After the 2000 Games, however, SchlumbergerSema assumed control of a segment of IBM's role as the system integrator, project manager and application developer for the Games Management Systems and Info Diffusion system. The company's strong support of the Olympic Movement was a great benefit to both the IOC and SLOC's technology programs for the 2002 Games.

In May 2000, Schlumberger Limited purchased Sema in a deal valued at \$6.4 billion, creating a global-technology powerhouse. The new company, Sema (later SchlumbergerSema), operates as one of two business segments of Schlumberger Limited, a global technology services company. SchlumbergerSema employs 30,000 technology professionals in more than 130 countries.

To cover the additional components of the Salt Lake 2002 technology program not involved with the SchlumbergerSema package, SLOC's technology function, working with OPUS, continued to sign key sponsors and suppliers. The contract negotiation phase began in the fourth quarter of 1997, when Seiko signed a letter of intent to provide SLOC with all timing and scoring functions, as well as support personnel and hardware. In addition, the deal with Seiko covered digital scoreboards and sports boards.

In November 1999, SLOC negotiated a sponsorship with Gateway that provided SLOC with personal computers (PCs) and NT Servers, support personnel and operating system software. Early in the first quarter of 2000, the Gateway project manager joined SLOC's IS team. One of his primary roles involved staffing the Gateway team. SLOC estimated the number of its contractors and employees would be 800 by February 2002. This number included a 10 percent contingency buffer.

The function underestimated its staffing requirements, which necessitated a cash acquisition of \$1 million to bridge the gap. Additionally, architectural designs for the NT and security environments were not complete, which also caused SLOC to significantly exceed its technology VIK allocation. By February 2002, SLOC had procured from Gateway more than 5000 PCs.

Sun Microsystems of Palo Alto, California, provided Unix servers. Information Services negotiated a cash and sponsorship arrangement with Sun, fulfilling SLOC's Unix-powered server requirements.

In September 2000, Ikano, a data networking company based in Salt Lake City, signed a letter of agreement with SLOC. Under the deal, Ikano became SLOC's official data networking services supplier and loaned SLOC 25 networking engineers for on-site technical support.

In April 1999, SLOC contracted with German-based Wige MIC to manage and integrate a consortium of IFs preferred providers for on-venue results. In some cases, Wige MIC served as the preferred provider for the sport. The other consortium providers included Curlit, Swiss Timing, Pafefis, FogData, Finish Lynx and Siwidata.

INFORMATION SERVICES

- In December 1997, SLOC hired its managing director of Information Services. The IS function, with the help of its partners and suppliers, developed, integrated and operated SLOC's technology systems for the Salt Lake 2002 Games. Working with the IOC, the function provided the necessary materials for the RFPs that secured TOP sponsors for the Games. All of these efforts led to the success of the 2002 Games.



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©2002 SLOC/John Huer

Information Services worked with functions and a variety of sponsors to supply technology for Utah Olympic Park (far left), Snowbasin Ski Area (center) and Soldier Hollow (near left).

Following the 1998 Games, SLOC reassessed its technology needs based on its evaluations of Nagano's technology program. From this research, IS wrote a document that described the scope of information services needed to support the 2002 Games. SLOC's marketing department used this document to help contact potential partners. Following several months of discussions with technology firms, the IOC signed a letter of intent with SchlumbergerSema in December 1999. By the fourth quarter of 1999, SLOC, Seiko and SchlumbergerSema had met to build staffing plans for the Salt Lake 2002 technology program.

SCHLUMBERGERSEMA'S DELIVERABLES

SchlumbergerSema was responsible for providing system integration, system management and application development for logistical systems (Games Management Systems) and for the Info Diffusion systems (e.g., info2002).

In March 1999, SchlumbergerSema's chief integrator, a high-level employee with the firm, arrived at SLOC. Throughout 1999 and 2000, the SchlumbergerSema team continued to travel to Salt Lake City to develop the system architecture. These technical personnel built computer applications that were crucial for SLOC's technology program.

As 2000 progressed, the function and SchlumbergerSema constructed key computer facilities, including the primary and secondary data centers, the integration test lab, the PC factory, training facilities and the information technology center (ITC).

The ITC operated as SLOC's command post for the IS function during the Games. Under the ITC mission statement, the team was responsible for the operation and management of all critical hardware and technology services during the Games. The ITC deliverables were to ensure technology was installed and functional, maintain readiness, monitor critical Games-systems, ensure timely resolution of problems, manage critical resources (dispatch skilled specialists), centralize critical technology decision-making and communicate IS-provided technology status to the venues and the MOC.

The ITC was located at SLOC headquarters in downtown Salt Lake City. Given the size, number of personnel and Games-critical status of the ITC, the command post functioned as a secure venue during the Games. The venue maintained a 24-hour security presence, and only accredited personnel were granted access to the facility.

The reporting structure within the ITC team was a collaborative effort among SLOC, SchlumbergerSema and the contributing technology sponsors. To support the myriad technologies within the facility, each sponsor supplied a duty manager to oversee operations and address problems as they arose.

In addition to supporting SLOC's Games-time computing, the ITC planned for crisis management during the Games. In this effort, the ITC delineated four severity levels for technology crises. Level 1 involved critical system failures that would impact competition schedules or individuals' safety. The ITC planned to respond to these alerts within 15 minutes. Level 2 would occur when an essential component of a system malfunctioned putting competition at risk, but the overall event continued on schedule. These problems would be highly visible to both spectators and the media. ITC technicians projected a two-hour response time to address Level 2 threats. In Level 3 events, only a functional component of the system failed. Events in a Level 3 crisis could continue without incident, and only a subset of a constituent group would be impacted. The team planned to respond to Level 3 alerts within four hours. Level 4 problems posed no risk to Games operations and would only be reported for protocol and informational purposes.

During the Games, SLOC staffed technology professionals at all venues, and only problems that could not be solved at the venue level reverted to the ITC for resolution. Level 3 and 4 problem tickets accounted for 95 percent of all problems recorded at the ITC. The IS help desk was the point of contact for technology-related issues at the venue level. Issues that needed further attention were reported to the ITC, with additional support from the MOC. The combination of these collaborative efforts aided the smooth operation of SLOC's Games-time technology initiatives.

**GAMES MANAGEMENT AND
ADMINISTRATIVE SYSTEMS •**

Games Management Systems (GMS) provided the software systems that serviced the operations necessary to organize and conduct the Salt Lake 2002 Games. A spectrum of SLOC functions relied on the well-designed SchlumbergerSema applications to run their departments. These functions ranged from Accreditation to Transportation.

Sema began supplying GMS technology as a subcontractor for the Barcelona 1992 Games. During the next 10 years, Sema widened the scope and efficiency of its GMS applications. Its GMS applications have been used at every Games since the Barcelona 1992 Games. Starting in 1999, Sema greatly expanded its role and handled both software integration and the development of Games applications.

SchlumbergerSema's GMS applications for SLOC included accommodations, accreditation, airport arrivals and departures, medical encounters, protocol, Olympic Village planning, Sport entries and qualifications and transportation.

In March 1999, SLOC hired its director of GMS. From 1999 through 2000, the GMS team conducted a gap analysis, a study that compared SLOC's software requirements with the technology systems from the Sydney 2000 Games. This research helped refine the design and features of the SchlumbergerSema system.

During summer and fall 2000, the GMS team conducted meetings with SLOC functions to prioritize their technology requirements within the GMS application suite. Following the first round of function interviews, the change requests estimated by SchlumbergerSema were 6521 working days. This workload total was excessive. In response, SLOC's GMS team conducted follow-up conversations with the functions to scale back their needs within the system. Once the software went into production in June 2001, SLOC had approved 40 percent of the initial change requests, totaling 2564 working days.

By January 2001, SLOC had received the GMS applications from SchlumbergerSema. Throughout winter and summer 2001, IS activated the internal GMS interfaces among the functions, which allowed areas such as Accreditation and Accommodations to share data efficiently. This milestone advanced the pre-Games planning effort and helped SLOC greatly enhance interfunction communication. By early September 2001, the system was fully operational.

Throughout the pre-Games planning period, Sport relied on the GMS applications for its athlete database. SLOC received athlete data from respective NOCs and entered the information into the GMS system. By February 2002, Sports Entries and Qualifications (SEQ) managed approximately 5000 athlete data entries.

Tickets.com provided the ticketing and service system, and SLOC validated the technical soundness of the system. The ticket system managed the sale and distribution of 2 million tickets that generated revenues of \$180 million.

SchlumbergerSema and Byrom implemented the accommodations systems in four phases, with the first phase going into production in July 1999. The third phase provided the interface to SLOC's financial system.

SLOC used a staffing system comprised of software from GMT and Personica. SLOC also hired an analyst to support this large system.

SLOC also implemented the following applications as part of the Games Management System: Human Resources (payroll, HR databases and interface for background checks to the FBI), Finance (general ledger, including accounts payable/receivable and purchasing; materials management and logistics, rate card, budget reporting).

During the Games, the accommodations system allocated approximately 26,000 rooms among 1000 properties over a 29-day period. The Olympic Village accommodated 3500 athletes. An arrival and departure system monitored and tracked arrival and departure information for approximately 20,000 Olympic Family members.

**INFORMATION
DIFFUSION SYSTEMS •**

SchlumbergerSema was contracted to provide the Information Diffusion systems, which included the Commentator Information System (CIS), info2002, Central Results Systems (CRS), Results Data Feed (RDF) and Print Distribution System (PRD).

COMMENTATOR INFORMATION SYSTEM

The Commentator Information System (CIS) provided the media with detailed results information in real time. CIS terminals displayed information such as start lists, immediate results, final results and medal counts. During the Games, more than 800 CIS terminals were placed throughout the competition venues and in the MMC. Working with ISB, SLOC formed a CIS working group to determine requirements. The system was delivered on time and under budget.

At each competition venue, SLOC equipped the broadcast booths with 60 to 100 CIS terminals for the commentators. CIS PCs were also available at the IBC, which provided television and radio companies the opportunity to broadcast live events even if commentators were not present at the venue, but at the IBC.

INFO2002

During the 2002 Games, SLOC implemented an Intranet system—info2002—that was available for use by all accredited Games-time visitors. The system operated as the main information source for all accredited individuals, including media, IFs, Olympic Family and NOCs. The system provided real-time results, athlete biographies, weather forecasts, transportation information, Intranet e-mail and historical information from previous Games. SLOC provided info2002 on more than 800 PC kiosks at the venues.

SLOC worked with SchlumbergerSema to ensure that the system was accessible, stable and commensurate with the level of service provided by all functions during the Games. SchlumbergerSema contracted with ZKEY for the e-mail component of the systems and with DMG to provide the historical facts and figures component of the system.

Because of excellent relationships forged with results managers and their teams, the IS function was able to address any and all Games-time issues easily. Even with minor contingencies, info2002



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The Commentator Information System (CIS) provided media with real-time results for every Salt Lake 2002 event, including half pipe (far left), biathlon (center) and speed skating (near left).

CENTRAL RESULTS SYSTEM

During the Games, the CIS and info2002 terminals relied on information stored and cataloged in the Central Results System (CRS), which was located at SLOC's primary data center. CRS tracked both

results from specific events, and Games-wide information such as overall medal standings by country and leading medal winners by athlete. Additionally, the event scheduling system resided in the CRS. As the main database for all the results generated at each venue, the CRS functioned as the backbone that supported both info2002 and the CIS networks.



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The Central Results System (CRS) provided CIS and info2002 with instant, consistent information on events ranging from snowboarding to figure skating to slalom.

R E S U L T S D A T A F E E D

To cover a global event, the worldwide media needed access to results and Olympic news as events unfolded. The RDF system facilitated these requirements and routed Olympic results to the World News Press Agencies (WNPA). By February 2002, SLOC had signed 14 news agencies onto the RDF system. With this system, SLOC communicated with WNPA bureaus through a secure network that allowed for instant transmissions of results.

P R I N T D I S T R I B U T I O N S Y S T E M

Along with distributing electronic information through the info2002 and CIS networks, SLOC used a complex print distribution system (PRD) during the Games. To service these requirements, SchlumbergerSema developed the PRD to route the specific reports to the correct print locations at the appropriate time during the Games.

Print facilities were located at each competition venue and key noncompetition venues, including the MMC, Olympic Family Hotel and the Olympic Village. Across these venues, SLOC printed 3500 different start and results lists at 85 geographically disparate print locations. SchlumbergerSema's printing system allowed SLOC to produce more than 11 million documents for the media and competition officials at the venues.

T I M I N G A N D S C O R I N G •

Seiko provided all timing and scoring services including the scoreboards and sports boards that it procured or leased through a company called Daktronics.

Seiko provided all of the personnel to install and run the timing and scoring systems. It also provided detailed staffing plans far in advance of SLOC's other technology partners and participated in test events for every sport. The test events went smoothly with the exception of snowboarding. In response, a make-up test was held in December 2001.

Seiko also participated in the IOC homologation testing of results and info2002 testing. During these tests, Seiko simulated the Games operations on the scoreboards and sports boards. The scoreboard specifications were part of the Olympic Results Information System (ORIS), which

defined the requirements for each sport discipline. Seiko also developed a limited back-up system for venue results. (For more information, see the chapter that begins on page 374).

O N - V E N U E R E S U L T S •

Wige MIC, a German company that is heavily involved with world-wide sporting events, signed on as SLOC's commercial on-venue results (OVR) provider. This approach was well received by the IFs because Wige MIC was a very experienced provider. Wige MIC provided most results, with the following companies used in some events: SiwiData (biathlon), Parefis (freestyle), Curlit (curling), FogData (ice hockey), Swiss Timing (alpine skiing) and Finish Lynx (short track speed skating).

Wige MIC also provided the integration services for the non-Wige consortium members. All of the OVR providers participated in homologation testing with IFs and the IOC, and during the test events. SLOC struggled to schedule all of these events to coincide with the normal winter competition schedule.

The OVR consortium also attended all of the ORIS meetings that were held in the second quarter of 2000. ORIS ensured that the user requirements of all the constituent user groups were met. Constituent groups included sport competition management and media, as well as the IFs involved with the Games. The ORIS meetings provided the system requirements for the on-venue results and printed report systems.

Challenges included the new relationship with SchlumbergerSema and the OVR consortium. The OVR consortium had to develop or modify its systems so that it could interface with the downstream applications that SchlumbergerSema built.

Adherence to the change control process created a challenge. Any change would have a negative impact on the downstream systems. Another challenge was to handle changes requested by the IFs at a period so close to the Games.

C O N C L U S I O N •

SLOC used a consortium of industry-leading technology companies for Information Services to support the operation of the Salt Lake 2002 Games. Working alongside the IOC, SLOC and its partners developed an advanced technology program that addressed all the operational requirements of the largest Winter Games ever. This multisponsorship approach was a significant success of the 2002 Games and achieved widespread recognition and brand exposure for these companies.





Christian Auer, Austria, Skeleton

U T A H O L Y M P I C P A R K

I N T E R N E T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1995 • Ended: March 2002
-

R E P O R T E D T O

David Busser, chief technology officer

P R O G R A M D E L I V E R A B L E S

- Managed the website and the internal production team
 - Solicited and signed new partners
 - Oversaw e-commerce and auctions
 - Ran an online direct marketing campaign
 - Created and edited OCOG content, such as press releases and news on nonsport programs
-

B U D G E T :

- Total: \$13.45 million • Cash: \$ 1.2 million • VIK: \$ 12 million
-

S T A F F

Perkins Miller, director

G A M E S - T I M E S T A F F I N G :

- Paid staff: 7 • Contractors: 40
-

K E Y C H A L L E N G E S

- Managing production following Quokka's bankruptcy during the negotiations for new Internet sponsorship contracts
 - Raising advertising revenue through the website within the confines of SLOC's existing marketing agreements
 - Publishing real-time results over the website through the Internet Data Feed
-

K E Y M I L E S T O N E S

- 1999: Ticketing signed Tickets.com to conduct online ticket sales. eBay, an online auction service, handled SLOC's sales of exclusive tickets.
- June 2001: Signed a new media contract with MSNBC and Microsoft.
- July 2001: Published detailed Games-time content plan



I N T E R N E T

Since the early 1990s, the development of the Internet and the World Wide Web has become a major technological asset for major corporations, the media, large-scale sports competitions and international events. From operations and corporate communication to advertising and promotion, cutting-edge websites have become a major resource for complex organizations such as SLOC.

Following the IOC reform in 1999, SLOC realized that the Internet could serve as both an operations tool and a media property. Many functions integrated SLOC's website into their operations. In 1999, Ticketing signed Tickets.com to conduct online ticket sales. An online auction service, eBay, handled SLOC's sales of exclusive tickets. In early 2000, a set of tickets sold for 17 times face value through an eBay auction, a major revenue success for both SLOC and eBay. To help attract and sign up volunteers, Staffing and Human Resources signed a contract with Monster.com in December 1999. These relationships used SLOC's website as an effective tool.

The function's initial mission statement, drafted in 1999, stated: "The Salt Lake Organizing Committee will provide the best and most heavily trafficked website dedicated to the coverage of the 2002 Olympic Winter Games. The site will project the spirit of the Olympic Games and the American West, and will offer a significant contribution to staging the best possible games in a fiscally responsible manner." These guidelines focused the development, look and design of SLOC's Internet program and website.

In 1999 and 2000, the Internet industry experienced rapid growth. During this positive economic climate, SLOC felt it could capitalize on the media and marketing value of its website, saltlake2002.com. A consulting firm estimated that saltlake2002.com would receive 350,000 to 500,000 unique visitors per month in the period leading up to the 2002 Games.

By early 2000, SLOC had turned to Quokka Sports, a new-media company based out of San Francisco, to jointly produce an enhanced version of saltlake2002.com. Along with creating its relationship with Quokka, SLOC signed a deal in May 2000 with Logictier, a data storage firm. Logictier provided space on its computer servers for SLOC's website content.

On 4 September 2000, SLOC released the updated version of its website. SLOC announced its online ticket sale on 10 October 2000. By late October 2000, SLOC's marketing function signed an

exclusive e-commerce agreement with an online merchandise vendor. This contract was responsible for SLOC's e-commerce website, licensee agreements, inventory management and fulfillment of Salt Lake 2002 commercial products.

Between October 2000 and February 2001, saltlake2002.com generated \$6000 per week in online sales, with SLOC receiving 20 percent of total revenues and 5 percent of royalties for all items sold through the Internet.

By 8 February 2001, with one year until the Games, SLOC launched its official pre-Games website with an updated visual design that was consistent with the overall look and identity of the Games. The redesigned saltlake2002.com incorporated the signature mountain shadow color palette, and included easier navigation buttons, feature interviews and more than 80 athlete bios.

Within three months of the February launch date, two of SLOC's Internet sponsors experienced major financial difficulties. By May 2001, Quokka had filed for bankruptcy, and Logictier had laid off 85 percent of its workforce. Prior to Quokka's bankruptcy, SLOC had the foresight to rewrite Internet contracts that secured intellectual property and marketing rights to its website. Immediately following Quokka's bankruptcy filing, SLOC transferred Internet production in-house with no disruptions in service.

Throughout summer 2001, SLOC negotiated with NBC for a new Internet production contract. SLOC also held contractual discussions with media giants Yahoo, AOL Time Warner, Ignite and Microsoft. SLOC's underlying goal was to be aligned and partnered with NBC. NBC's contract stated ambiguous rights to produce an official website, and SLOC was in no position to challenge these rights or to compete head-to-head with NBC. Therefore, SLOC partnered with NBC to produce the "combined" official site, found at nbcolympics.com, Olympics.com and saltlake2002.com. The sites differed slightly in editorial focus (nbcolympics.com focused on American athletes and stories), though the database of content was identical.



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Through the Internet, athletes such as this ski jumper at far left could learn information about competing at the Salt Lake 2002 Games. The website also posted biographical information on athletes, including figure skater Irina Slutskaya of Russia, center, and conveyed operational information to NOCs and coaches, near left.

By late summer 2001, SLOC had signed a new media contract with MSNBC and Microsoft. Under the terms of the new deal, MSNBC provided promotion, production and content services for saltlake2002.com, while Microsoft handled hosting, infrastructure and publishing software.

The cash cost to SLOC for the production of the website totaled less than \$1 million. The vast majority of personnel and other costs, however, were the responsibility of sponsors and vendors. For example, MSNBC was responsible for nearly all production and infrastructure costs for the combined site and was allowed to recoup these costs prior to sharing revenue with other parties. Qwest and

Monster.com provided VIK services through sponsorship arrangement. Fanbuzz paid SLOC a royalty based on sales; SLOC paid no fees. SLOC paid eBay a royalty based on sales.

Overall, the function produced the site with virtually no financial risk to SLOC. This strategy traded potential financial gain for the elimination of risk.

In a major program success, SLOC sold patriotic pins memorializing the 11 September events through its website. The online advertising helped generate more than \$2 million in charitable revenue for charities supporting the victims of 11 September.

During the Games, the 45 member team from SLOC, MSNBC, NBC and Microsoft produced the most extensive website in sporting-event history. Olympics.com received 10 million unique visitors—totaling more than one billion page hits. SLOC achieved its targets for direct advertising and promotion, which were valued at \$15 million. Under a promotional agreement with Microsoft, SLOC received in-kind advertising and promotion for the site valued at \$20 million through the Microsoft Network (MSN) website. With more than 93 million Internet users subscribed to the MSN website, this deal provided invaluable brand-building opportunities for the Salt Lake 2002 Olympic Winter Games.

Saltlake2002.com offered users a vast array of Games-time information. The Internet team collaborated with SLOC's transportation function and UDOT to design an interactive mapping tool to aid Games-time travel. Through SLOC's website, visitors received driving directions, based on the most efficient route, and updated traffic conditions. Information from SLOC's official spectator guide to the Games was published online. Additionally, the website interfaced with the info2002 computer network, which supplied detailed content, athlete bios and sport information.

During the Games, SLOC's Internet function operated out of the IBC in the MMC. The team comprised 11 producers, an associate producer, eight editors/writers, a project manager and a graphic designer. The Internet team posted three engineers in the ITC to monitor the Internet Data Feed (IDF) and the transmissions between the Seiko timing, scoring and results system and the website.

Around the world, users accessed three Games-time Internet sites offering different perspectives and content. Between 8 and 24 February, the website received 353 million unique page views (olympics.com: 207 million, nbcolympics.com: 147 million). Each day during the Games, approximately 2 million unique visitors logged onto the website for real-time results, news and photos.

Saltlake2002.com and olympics.com produced objective international coverage of events and athletes. SLOC was the first organizing committee in Olympic history to offer its global audience instant updates with scores, images and articles through its website.

During the Games, the site was primarily a media property. The operations of saltlake2002.com were very smooth. This was mainly the result of diligent planning by SLOC and its main media-production partners, MSNBC and NBC. The function benefited greatly from the experience the team had in producing nbcolympics.com during the Sydney 2000 Games (many MSNBC staff members were former employees at Quokka Sports, which had partnered with NBC on the Sydney project). The team assembled by SLOC's Internet partners was staffed by media professionals, all of whom had experience producing event websites. With this combined expertise, Games-time operations were flawless.

SLOC experienced several attempted hacks into the site during the Games. The hackers waged a distributed denial of service attack during several days. Fortunately for the site and its visitors, the technical team at MSN had experience identifying this type of attack, and took proper measures to ensure that the website's performance remained stable. Following the Games, SLOC continued to maintain most of its website content until 1 May 2002.

Bobsleigh

U T A H O L Y M P I C P A R K



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T E L E C O M M U N I C A T I O N S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1997 • Ended: December 2002
-

R E P O R T E D T O

David Busser, chief technology officer

P R O G R A M D E L I V E R A B L E S

- Managed the massive hardware, technology and network requirements necessary to stage the Salt Lake 2002 Olympic Winter Games
 - Telephony (both mobile and fixed lines)
 - Two-way radios
 - Radio-frequency coordination
 - Cable systems and CATV
 - Reprographics
-

B U D G E T

- Total: \$72.51 million • Cash: \$14.56 million • VIK: \$57.94 million
-

S T A F F

Sharon Kingman, managing director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 49 • December 2001: 96

G A M E S - T I M E S T A F F I N G :

- Paid staff: 120 • Contractors: 1315 • Volunteers: 485
-

K E Y C H A L L E N G E S

- Challenges with Rate Card fulfilling the promises that were made by other functional areas to their constituents on Telecommunications' behalf.
 - The development of the Change Order Request process was key during this phase.
-

K E Y M I L E S T O N E S

- 1997: The Olympic Network design phase laid the foundation to support SLOC's growing communications needs.
 - 1999: AT&T committed to provide 100% of SLOC's broadband requirements.
 - September 2001: Local Area Radio Network completed
 - February 2002: Managed 16,000 phone lines across all venues



T E L E C O M M U N I C A T I O N S

SLOC formed the Telecommunications function in January 1997 to manage the massive hardware, technology and network requirements necessary to stage the Salt Lake 2002 Olympic Winter Games. The function's deliverables included: telephony (both mobile and fixed lines), two-way radios, radio-frequency coordination, cable systems, CATV and reprographics.

The function's first task involved a series of negotiations with prospective telecommunications sponsors. During this 16-month period, which began in 1997, SLOC procured \$200 million in telecommunications sponsorships, with more than 50 percent of the deals resulting in VIK. These contracts involved flexible VIK; the sponsors did not denote specific procurement quotas for SLOC. Telecommunications benefited from its sponsors' strong commitment to SLOC's telecommunications program and the 2002 Games. As the scope of the program expanded, SLOC had room to maneuver and allocate resources as needed. For Telecommunications, this was especially important because the technology available to SLOC changed rapidly throughout the pre-Games period.

As planning continued, Telecommunications met with each function to determine its specific equipment requirements. This needs-assessment process included three series of interviews with each function manager. In addition, SLOC used background information from the Atlanta 1996 and Nagano 1998 Games and established an overview of the potential scope of the program, including technology, hardware and networking.

By 1999, the function had faced staffing challenges because of the highly competitive telecommunications market in the United States. The recent deregulation in the market had created intense competition among communications companies, which increased the demand for skilled technology professionals. These conditions limited the employment pool the function could target.

By February 2002, Telecommunications needed to hire more than 550 paid staff and 400 telecom volunteers. The function solved this crisis through the extensive use of contractors provided by the telecommunications sponsors. More than 95 percent of the telecommunications staff worked as contracted employees.

TELEPHONY •

SLOC used both a fixed-line telephone system and wireless telephones during the planning and operations of the Games. Given the large scope of the program, SLOC spent more than \$40,000 per month on telephone expenses. At SLOC offices and venues, Qwest Communications installed telephones provided by Lucent Technologies. SLOC also operated a voice-mail system for office message services. Each staff member received a dedicated extension and voice-mail address. Lucent Technologies installed the cables and network for the voice-mail system.

SLOC signed a contract with AT&T in 1998 to manage its long-distance phone services. Telecommunications collaborated with Finance to streamline its financial tracking of assets and billing among its telecom sponsors and suppliers.

WIRELESS PHONES •

Along with establishing fixed-line communications, SLOC developed a complex mobile phone program during the planning and operations stages of the organizing committee. SLOC procured wireless phones from Samsung, an IOC Worldwide Partner. Under the function's operating policies and procedures, SLOC allocated cell phones only to functions that demonstrated an operational need for mobile communications. In certain cases, Telecommunications had to monitor staff members' cell-phone misuse and curtailed unauthorized calls on SLOC phones.

During the Games, Telecommunications operated the second-largest profit center for SLOC. Through the rate card program, which allowed the Olympic Family to purchase telecommunications services, SLOC secured an additional \$130 million in direct revenues.

SLOC distributed approximately 4000 mobile phones for Games-time operations, with an additional 4000 requested through the rate card program. The wireless budget during the Games was more than \$2 million, which included equipment and air-time fees.



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Telecommunications coordinated mobile and fixed lines, Two-way radios, radio frequencies, cable systems, CATV and reprographics for The Ice Sheet at Ogden (far left), Park City Mountain Resort (center and near left), and every other competition and noncompetition venue.

TWO-WAY RADIOS •

Handheld radios were an integral component of the communications program for the Games. Radios allowed all of SLOC's mobile staff, from Transportation to Medical Services, to communicate over a wide area. Starting in 1997, Telecommunications initiated the radio planning and design phase, which involved a complex series of processes covering technical and legal issues. The function collaborated directly with the Federal Communications Commission on the radio network plan to secure government approval and assistance.

Between 1997 and 1999, SLOC negotiated a \$32 million federal grant that installed the radio towers and supporting technology for the Games-time radio program. The challenge to provide two-way radio support for the Games was complicated by a variety of natural and economic issues. With

mountains surrounding Salt Lake City and the venue communities, the remoteness of the area led to prolific licensing of radio frequency spectrum. SLOC managed this crisis in 1998, when it signed a partnership with the Utah Communications Agency Network (UCAN). Under this agreement, SLOC reduced network costs by using existing infrastructure and created a legacy for the state of Utah.

SLOC used a Wide Area Radio Network (WARN) provided by UCAN. The WARN system was designed for SLOC's functional groups that needed mobile communications, such as transportation and logistics. All of the WARN systems used existing radio tower sites that SLOC expanded with additional channels for capacity.

The Local Area Radio Network (LARN) included a combination of technology systems. SLOC's LARN operated as a stand-alone system with a secure power supply and generators for emergency backup. The LARN systems were the primary means of communications for venue operations. SLOC located the LARN systems in temporary structures, including buildings and mobile trailers. Construction of these facilities began in May 2001 and was completed by September 2001. The construction schedule required summer installations because accessing SLOC's mountain venues was different during the winter months.

During the Games, SLOC's Radio System Group distributed radios at the venue. Additionally, the team provided system monitoring, maintenance and technical support. The function allocated 7000 radios and accessories and replaced broken equipment on a daily basis.

For inventory management, the function assessed its equipment suppliers following each competition day. SLOC's Risk Management function was notified of lost, stolen or missing equipment. Finally, a remote-monitoring system operated throughout the Games to alert the function to any system outages and provide daily system maintenance at the venue.

Following the Games, the function transitioned into a recovery mode. SLOC used the radio distribution staff to collect all radios from the venues. This group recovered, packaged and conducted a final post-Games inventory of all radio equipment. After SLOC finalized its complete inventory, the function returned all radio equipment to the Radio Distribution Warehouse (RDW) sending it back to the sponsors and UCAN.

RADIO FREQUENCY (RF) COORDINATION •

SLOC used Radio Frequency (RF) coordination to manage the thousands of radios operating on its communications network. This integral component of the program presented unique challenges for the telecommunications team. The remote mountain areas surrounding Salt Lake City and the venue communities promoted the use of RF as the medium of choice. As a result, the FCC granted more than 40,000 radio licenses in the area along the Wasatch Front.

During the three-year planning phase between 1997 and 2000, SLOC finished its frequency spectrum analyses and topographic surveys throughout the venue communities. The function worked with these studies to design a radio frequency plan that optimized the available spectrum and provided an interference-free environment.

In 1998, SLOC entered into negotiations with the FCC. After these discussions, the FCC granted SLOC the authority to manage radio frequencies during the four-month period leading up to and during the Games. Under this authority, SLOC had the rights to allocate all radio frequencies for the 100 kilometer (62 mile) radius centered in downtown Salt Lake City.

Starting in June 2000, Telecommunications solicited radio-frequency applications from responsible organizations, including the press, broadcasters, IFs and NOCs and sponsors. The broadcaster community submitted the majority of RF applications.

Telecommunications used the Internet to help manage the large volume of RF requests. SLOC created an RF website, which processed application submissions, changes, deletes and updates. The use of the Internet was a major success for the function and helped the group manage this complex process with only two dedicated staff members and an RF consultant.

With the radio plan in place by fall 2000, the telecommunications team planned for the upcoming test-event season. During the events, the function played an integral support role. Throughout winter 2000-2001, Telecommunications was the only SLOC department that participated in all test events.

C A B L E N E T W O R K S •

SLOC's cable program for the Games installed systems that supported the transmission of data at the venues, including telephone, computer data, ClearCom intercom, timing/scoring, results/graphics, security/closed-circuit television, public address and broadcast.

Although the primary goal of SLOC's cabling project was to design and install cabling infrastructure, many cable systems remained at the venues as a Games legacy.

Qwest, SLOC's telecommunications sponsor, implemented the Olympic Network. The design phase, which began in 1997, laid the foundation to support SLOC's growing communications needs. Qwest's design included a central office switch, which functioned as the core of SLOC's network. The system also included a robust design that could handle the enormous amount of data that would need to be transmitted during the Games. Finally, the Olympic Network carried a majority of its data traffic over a proven and highly reliable medium, SONET

By August 2000, the telecommunications function had developed a strained relationship with Venues in the installation of its cable systems. In response to this challenge, Telecommunications appointed schedule coordinators and CAD designers with the responsibility to manage the logistics of the cabling program. Merging the two systems into a cohesive cable plan became an extremely difficult component of the cable program.

C A T V •

The CATV Broadband system provided live video, audio and real-time communications to all of SLOC's venues. In 1999, AT&T committed to provide 100 percent of SLOC's broadband requirements. Under this agreement, the sponsor handled the design, installation, maintenance and removal of the CATV System during pre-Games IOC conference sessions and during the Games.

Through SLOC's rate card program, the Olympic Family purchased sports, weather and news coverage provided by NBC, MSNBC and CNBC. Each cable network connection cost \$40,000.

During the Games, the function worked with logistics to install 4900 digital televisions that carried 28 high-definition channels. TVs were located at all venues, the Olympic Family Hotel, the Olympic Village and the MMC. SLOC carried live coverage of each event on a dedicated channel.

Additionally, SLOC's sport production department used the system for its daily highlights package that was shown on the large video boards between events.

REPROGRAPHICS •

SLOC was the first organizing committee to receive 100 percent of its computer printer support from a sponsor. Xerox provided all reprographic equipment including multipurpose copiers, fax machines, scanners and plotters. Additionally, Xerox serviced, maintained, shipped and delivered all equipment covered under the sponsorship. From 1996 through 2002, SLOC operated printing devices across 45 venues, including its main office headquarters.



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Xerox reprographic systems allowed for the production of thousands of pre-Games publications as well as Games-time information on events from men's ice hockey (far left) to giant slalom (center) to cross-country skiing (near left).

Before SLOC received its reprographic equipment, the sponsor had researched its available technology options to ensure that the order satisfied SLOC's requirements and budget constraints. Following this research, Telecommunications decided to order machines that allowed copying, printing and faxing capabilities, which improved, simplified and accelerated access to documents.

In June 2000, Xerox selected new equipment from its product line. By planning early, SLOC guaranteed that replacement products, parts and consumables would be available during the Games. In addition, Games-time equipment underwent testing at SLOC's offices prior to being relocated to the venues, which helped users train and become familiarized with the new machines.

In May 2001, SLOC opened a 15,240 square meter (164,041 square feet) warehouse to store its reprographic inventory. By February 2002, SLOC had procured 1600 devices from the sponsor. Following the Games, SLOC returned all equipment to Xerox, and the warehouse was decommissioned by 30 April 2002.

Through the work of all of SLOC's telecommunications professionals and its supportive sponsors and partners, the necessary technology infrastructure provided the entire range of essential communication services during the 2002 Games.





Men's Ice Hockey

E C E N T E R

T I M I N G , S C O R I N G A N D R E S U L T S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1988 • Ended: 30 April 2002
-

R E P O R T E D T O

Alice Mamhood, managing director, Information Services

P R O G R A M D E L I V E R A B L E S

- Collected, managed and distributed results for sporting disciplines of the Olympic Winter Games • Distributed information contained in these systems to the media, broadcasters, International Federations, National Olympic Committees, and noncompetition venue sites where the Olympic Family required this information. The systems provided accurate real-time data. The following systems were included in this function:

T I M I N G A N D S C O R I N G

Intermediate and final times and scores were captured at source at each sports venue in real-time and then sent to: scoreboard, TV graphics, on-venue results

O N - V E N U E R E S U L T S

Using the raw data captured by previous system, the ranking and scores were calculated in accordance with the detailed sports' rules for each event.

- Scoreboard interface • TV graphics • Print distribution (local) • Commentator Information System (local)

I N F O D I F F U S I O N

The calculated and ranked results were distributed through various channels to the end-users.

- info2002 • Commentator Information System (CIS) • Central Result System (CRS) • Result Data Feed (RDF) • Internet Data Feed (IDF)
 - Information Calendar System (ICS) • Print Distribution (PRD).
-

B U D G E T

- Total: \$35 million • Cash: \$11.5 million • VIK: \$23.5 million
-

S T A F F

Directors:

Mike Morris, director, Timing and Scoring Frederic Wojciechowski, director, Results

P R E - G A M E S S T A F F I N G

55

G A M E S - T I M E S T A F F I N G

420

V O L U N T E E R S

140

K E Y M I L E S T O N E S

- 1999: SchlumbergerSema started in Salt Lake City • Wige-MIC selected • ORIS project began • Seiko signed contract • Gateway signed LOI
- Identified customer requirements/gap analysis • Began Application prototypes
- 2000: Partner negotiations continued • Observed Sydney 2000 Games • Implemented Integration Test Lab • Began application deliveries • Sun signed LOI
- SchlumbergerSema signed contract • Test-event season started (through March 2001) • Began Network and System architecture design. • Ikano signed LOI
 - Began venue space and equipment planning
- 2001: Test-events season ended • System testing • Homologation • Completed venue space and equipment planning
- Selected location for data and training centers and ITC • Began IT security program • GMS and info2002 applications went live
 - Technical rehearsals began • Asset deployment to venues
- 2002: February, last application fixes • Venue fit-up completed 8 February–17 March, Games and transition
- March, De-installation and liquidation • Budget closeout



T I M I N G , S C O R I N G A N D R E S U L T S

The role of Timing, Scoring and Results was to collect, manage and distribute the results from all sporting disciplines at the Salt Lake 2002 Olympic Winter Games. The function's systems provided accurate real-time data, which was distributed to the media, broadcasters, IFs, NOCs and various noncompetition venue sites. SLOC's Timing, Scoring and Results function consisted of a staff of 99, who through diligence and effort brought to the Games one of the most accurate timing, scoring and results systems in Olympic history.

365

T I M I N G A N D S C O R I N G • O N - V E N U E R E S U L T S

Raw data, ranking and scores were calculated in accordance with the IF rules for each event and sent to scoreboard interface, television graphics, print distribution (local) and Commentator Information System, or CIS (local).

I N F O D I F F U S I O N

The calculated and ranked results were distributed through various channels to info2002, CIS, Central Results System (CRS), Result Data Feed (RDF), Internet Data Feed (IDF), Information Calendar System (ICS) and Print Distribution (PRD).

S E I K O

Seiko was the official timing provider for the Salt Lake 2002 Games, supplying all scoreboards, sports boards, timing equipment and services to support Timing, Scoring and Results during the Games. Seiko also provided a project manager to SLOC January of 1999 who was supported by a Seiko staff of more than 30 individuals in Europe and Japan.

Seiko produced a Seiko Specification Report in November 1998, which documented the staffing needs, type of equipment, equipment functionality, physical space requirements and cabling needs of each sport. In addition, the document described two serial protocols used by Seiko to

communicate with scoreboards, ISB and the On-Venue Results (OVR) providers. A review of this document with each sport manager was completed by January of 1999.

Timing, Scoring and Results had a \$2.7 million budget from Seiko to use for scoreboards and was able to determine the technology, number and type of scoreboards to be used. Significant research was done to maximize the budget money, which included leaving six scoreboards permanently at the venues as part of SLOC's post-Games legacy program. The scoreboard technology provided low-power consumption and saved operating costs. The function selected the largest scoreboards available. All of the indoor scoreboards were implemented with red monochrome Light Emitting Diodes (LEDs), which provided relatively low-power costs and a sharp visual image for the spectators.

N I S T T E S T I N G A T U T A H O L Y M P I C P A R K

For the first time in the history of Olympic bobsleigh, skeleton and luge competitions, the National Institute of Standards and Technology (NIST) certified the Games track. NIST conducted start-to-end tests to measure the accuracy of the complete system, not just the timing device. During homologation testing, functionality is addressed, but the measurement accuracy is not. NIST used its cesium fountain atomic clock as the time base for these tests, which was extremely stable and accurate.

I N T E G R A T I O N L A B T E S T I N G

Timing, Scoring and Results' objective in integration lab testing was to test Seiko's and SLOC's subcontractors' software. The first phase of testing, termed 'stand-alone' testing, involved only the Seiko equipment. In this phase, the equipment was tested for basic functionality and the ability to handle irregular cases. The second phase of testing, or interface testing, proved the ability of Seiko and its subcontractors to communicate to OVR, television graphics and the scoreboard. The last phase, or end-to-end testing, involved the testing of timing, scoring and results with all of its downstream systems. Complete simulated events were run, along with irregular scenarios to check for weaknesses in the systems. A few minor glitches were discovered, and most were repaired before Seiko and its subcontractors departed the lab. The remaining issues were resolved quickly.



Timing, Scoring and Results provided state-of-the-art statistics for parallel giant slalom (far left), aerials (center), ski jumping (near left) and every other event of the Salt Lake 2002 Games.

Seiko also provided backup results services for all the events, which provided minimal results service in case of a total OVR failure. This service included a scoreboard feed, a television graphics feed and printed results. This system was also tested during Integration Lab Testing and proved to be functional.

T E S T E V E N T S

One goal of Timing, Scoring and Results was to have all timing systems, scoreboards, sports boards and infrastructure completed before the test events. The function also wanted to have all volunteers and Seiko staff selected before the test events so they would experience as close to a Games-time experience as possible. Overall, the function was able to achieve about 95 percent of its Games-time timing and scoring environment for the test events.

Most of the problems that Timing, Scoring and Results had during test events were related to venue-setup issues. Cabling, venue access and locating an available Snowcat were typical problems. There were few technical problems.

In February 2001, the bobsleigh, skeleton and luge track-timing system failed to operate in the cold (-20 C/-4 F) weather just before the test events at UOP. As a result, the manufacturer redesigned the system, which guaranteed reliable and accurate operation down to -40 C. The redesigned photo beams were installed May 2001. The trackcrew also installed timing port heaters, which slightly increased the trackside temperature for the photo beams.

Later that month, Timing, Scoring and Results had another challenge. At the snowboarding parallel giant slalom test event at Park City Mountain Resort, the FIS requested some changes to the start gate prior to the event. The system failed at the start gate due to a short in the wiring. After the event, Seiko subcontracted the building of new start gates.

Timing, Scoring and Results spent April and May 2001 identifying, documenting and resolving problems incurred during the test events. The function originally aimed to have all scoreboards installed by fall 2001, but due to some delays and unforeseen circumstances, this did not happen for three scoreboards. SLOC did not complete installation of the final outdoor scoreboard until November 2001.

Another problem that emerged during the test events was the concern about the scoreboards being too small. According to the ISU, scoreboards at the Utah Olympic Oval were difficult to read. Many of the complaints came from people who were looking at the scoreboard off axis. The scoreboard was replaced with a larger model, and for the Games, there were two smaller scoreboards to help the spectators in the end turn areas see the scoring.

The function felt the scoreboards at Park City Mountain Resort and Snowbasin Ski Area could be improved by inserting extra pixels between lines and keeping the same font size. For consistency, this change was also made at Deer Valley Resort.

H O M O L O G A T I O N T E S T I N G

In October 2001, the SLOC technical team successfully completed several months of homologation testing. This involved end-to-end testing of the function software applications for timing, scoring, results and information. The extensive tests were executed under the review of the IFs to ensure SLOC met all the requirements. Seiko was asked to run several event simulations to feed all the downstream systems, which included results, television graphics and the scoreboard. In addition to running regular event scenarios, the IF and IOC representatives tested irregular scenarios to ensure the accuracy of the Seiko timing and scoring systems.

TECHNICAL REHEARSALS

Consistent with 'Timing, Scoring and Results' strategy of enhancing its preparation through simulations and rehearsals, IT conducted two technical rehearsals: one from 21 to 25 October 2001 and the second from 16 to 22 December 2001.

During the first technical rehearsal, the function noticed that the Vantive database for tracking problems needed improvement. Appropriate corrections were made before the second technical rehearsal.

For the second training rehearsal, all Seiko team leaders and technical leaders were present, which allowed for better testing and assessment of the associated communication paths.

RESULTS •

INFORMATION DIFFUSION SYSTEMS

SLOC contracted SchlumbergerSema to provide the information diffusion systems, which included the CIS, CRS, RDF and PRD. SchlumbergerSema used its experience in the integration of complex database software and Internet tools and techniques, including the Java and XML code.

CIS published detailed results to the media as events took place. The CIS terminals displayed information useful to broadcasters such as start lists, ongoing results, final results and medals counts. During the Games, more than 800 CIS terminals were placed throughout the competition venues and in the MMC. Coordinating with ISB, the host broadcaster, a CIS working group was implemented to ensure the system delivered the required information in a user-friendly manner.

At each competition venue, SLOC equipped the broadcast booths with 60 to 100 CIS terminals for commentators. CIS PCs were also available at the MMC, which provided television and radio companies the opportunity to broadcast as events happened even if they were not present at the venues. The IBC was the only venue where all sports could be seen on CIS terminals.

During the Games, the CIS terminals relied on information stored and cataloged in the CRS, which was located at SLOC's primary data center located in Salt Lake City. CRS tracked results from specific events as well as Games-wide information, such as overall medal standings by country and leading medal winners by athlete. CRS was the main database for all the results generated at each venue and functioned as the backbone that supported all other Info Diffusion Systems.

To cover a global event, the worldwide media needed access to results and Games news as events unfolded. The RDF system facilitated these requirements and routed Olympic results to the World News Press Agencies (WNPA) such as Associated Press and Reuters. By February 2002, SLOC had signed 14 news agencies onto the RDF system. Through this system, SLOC communicated with WNPA bureaus through a secure network that allowed for instant transmissions of results, images and Olympic news.

Along with distributing electronic information through the CIS networks, SLOC used a complex print system during the Games. SchlumbergerSema developed the PRD to route specific reports to the correct print locations at the appropriate time during the Games. The PRD tracked the number of reports printed, which Xerox recorded to monitor print costs through its sponsorship agreement. In addition, Timing, Scoring and Results provided official results to IF Internet sites.

During the Games, print facilities were located at each competition venue and at key non-competition venues, including the MMC, IBC, Olympic Family Hotel and the Olympic Village. Across these venues, SLOC printed 3500 different start and results lists at 85 geographically disparate print locations. SchlumbergerSema's printing system allowed SLOC to produce more than 11 million documents for the media and competition officials at the venues.

O N - V E N U E R E S U L T S

In April 1999, SLOC contracted with Germany-based WigeMIC to manage and integrate a consortium of providers for on-venue results. WigeMIC serviced all sports except biathlon (Siwidata), freestyle skiing (Parefis), curling (Curlit), ice hockey (FogData), alpine skiing (Swiss Timing) and short track speed skating (Finish Lynx). Wige-MIC also provided the integration services for the non-Wige/MIC consortium members.

All OVR providers participated in homologation testing and test events with the International Federations and the IOC. Scheduling all of these events to coincide with the normal winter competition schedule was a challenge.

The OVR consortium also attended all of the Olympic Results Information Systems (ORIS) meetings that were held in the second quarter of 2000. The ORIS meetings provided the system requirements for the OVR and printed report systems.

Challenges included the new relationship with SchlumbergerSema and the OVR consortium. The OVR consortium had to develop or modify its systems so that it could interface with the downstream applications that SchlumbergerSema built. Another challenge included attempting to adhere to the change control process, because any change would have a negative impact on the downstream systems. Also, because of the strong relationship between the OVR providers and the IFs, the risk to make an unapproved change was significant.

L E G A C Y S Y S T E M S

It was decided in January 1999 that SLOC would provide a legacy timing and results systems to permanent athletic facilities after the Games. The ice hockey, ski jumping, bobsleigh, skeleton and luge; cross-country skiing and biathlon; and short and long track speed skating venues were designated to receive permanent equipment. The function installed the equipment before the Games, enabling organizers to use it in their daily operations, thereby identifying any problems before the Games.



Finland takes a shot on Canada in men's hockey, far left. Center: Federica Faiella and Massimo Scali of Italy present their ice dancing routine at the Salt Lake Ice Center. Near left: An aerialist soars off one of Deer Valley Resort's kickers.

I C E H O C K E Y A T T H E P E A K S I C E A R E N A

Two scoreboards were used at this venue during the Salt Lake 2002 Games. One was left to be used after the Games as part of SLOC's legacy program. In addition to donating the scoreboard, SLOC donated a scoreboard controller and two ice hockey goal lights.

SKI JUMPING AT UTAH OLYMPIC PARK

The ski jumping legacy system at UOP consists of both field-of-play equipment (wind-measuring devices) and judges' control tower equipment.

Wind-measuring devices were left for use on each Olympic jumping hill (K90 and K120). With the use of three wind measuring devices, a ski jumping official is able to monitor the direction and intensity of the wind to ensure the safety of the jumpers by giving the go-ahead for each jump.

SLOC also left a countdown start clock. At the top of the jump, the start clock, controlled by the chief of race in the judges tower, signals the start of the jumper. Just before liftoff, a set of photo beams captures the jumper's speed, which is displayed on a two-line sports board near the liftoff. As the jumper lands, the distance jumped is entered into a keypad located on the landing hill, which is also displayed on the two-line sports board at the liftoff. Results are collected and stored on the scoring computer located in the tower and then displayed on a large, full matrix, flip cube scoreboard that will remain as legacy. Printed results are also available from the scoring computer.

The legacy system also includes cabling and video-distance measuring equipment that is used for World Cups and Olympic Winter Games.

BOBSLEIGH, SKELETON AND LUGE AT UTAH OLYMPIC PARK

Before selecting a legacy timing system for the bobsleigh, skeleton and luge track, SLOC gathered information from several sources, including staff from other tracks, coaches, athletes and timing experts. Timing, Scoring and Results discovered that some tracks used older technology that was not accurate enough. Timing, Scoring and Results goal for this legacy system was to have an end-to-end accuracy error of 0.2 milliseconds. At the time, there were no timing manufacturers that could meet that standard.



Figure skater Michelle Kwan prepares to compete in the ladies' short program at the Salt Lake Ice Center, far left. The men's hockey team of the Czech Republic exits The Peaks Ice Arena, near left.

The main goal was to have a system that would judge all athletes fairly and reliably. These concerns forced the function to investigate the reliability in the prediction of various weather conditions, redundancy without interaction, minimal differences between redundant systems and timer stability.

SLOC evaluated several manufacturer products and contracted with Wige-MIC to enhance the existing product to meet the function's above-mentioned goal. Redundancy differences were reduced by placing two photo beams in one port. This lessened the displacement between beams, which reduced time discrepancies. To make sure these two lights did not interact in any way, different

wavelengths of light were used. The system timer/clock incorporated a temperature compensated quartz oscillator (TCXO), so that the system could be used shortly after turn-on and be stable from the beginning of the race to the end. In addition, beam lights were used in all cases to eliminate the possibility of athletes cheating with reflective suits.

NIST tests showed that SLOC's bobsleigh, skeleton and luge track was accurate down to 0.25 milliseconds. According to the tests, the UOP track was the most accurate track in world. Three other tracks have since copied the design changes that were originally implemented at UOP.

CROSS-COUNTRY SKIING AND BIATHLON AT SOLDIER HOLLOW

A flip cube scoreboard remained as part of SLOC's legacy program at Soldier Hollow along with the computer controllers to run the scoreboard.

SHORT TRACK AND SPEED SKATING AT UTAH OLYMPIC OVAL

SLOC also studied the Utah Olympic Oval to purchase the best legacy timing system. It sought a fair, accurate and reliable system that was easy to operate.

One of the unique features of this system include laser photo beams in which the light beam is broken when the skate blade crosses the finish line. A split video system was incorporated for the speed skating backup timing system, which could be used for the short track speed skating primary system. There is also a second and third camera for short track speed skating.

Extra start speakers were added so that the start sound could reach both athletes at the same time. With the configuration that was used at most other venues, there was as much as a 45-millisecond difference in sound arrival time.

Speed Skating

U T A H O L Y M P I C O V A L





XIX OLYMPIC W





SUPPORTING THE SALT LAKE 2002 GAMES •

ACCOUNTING 378 ▶ FINANCIAL PLANNING 386 ▶ MATERIAL
LOGISTICS AND PROCUREMENT 394 ▶ RISK MANAGEMENT 404
▶ VIK MANAGEMENT 412 ▶ MARKETING 418 ▶ EDUCATION 430
▶ HUMAN RESOURCES 438 ▶ INTERNATIONAL CLIENT
SERVICES 452 ▶ NOC/NPC & ATHLETE SERVICES 462
▶ OFFICE MANAGEMENT 470 ▶ LEGAL AFFAIRS 476 ▶ BRAND
PROTECTION 480 ▶ FEDERAL RELATIONS 488 ▶ STATE AND
LOCAL GOVERNMENT RELATIONS 496





Martin Koch, Austria, Ski Jumping

U T A H O L Y M P I C P A R K

A C C O U N T I N G

F U N C T I O N A T A G L A N C E

D A T E

- Formed: 1996 • Ended: 2002
-

R E P O R T E D T O

Gordon Crabtree, managing director, Finance

P R O G R A M D E L I V E R A B L E S

- Maintained adequate internal controls to ensure reliable financial information
 - Quick and efficient processing of payables and payroll
 - Performed monthly analyses of accounts
 - Ensured proper filing of tax returns, financial statements and bank reports
 - Managed external and internal audits
 - Tracked and properly documented all federal reimbursement programs
-

B U D G E T

- Cash: \$1.1 million • VIK: \$80,000
-

S T A F F

Ross Welch, controller

O N E Y E A R P R I O R T O T H E G A M E S

15 full-time employees.

G A M E S - T I M E

15 full-time employees, two part-time employees and one volunteer

K E Y C H A L L E N G E S

- Handling short-term spikes in activity (e.g., Games-time payroll, initial ticket orders, accounts payable activity before and after the Games.
 - Ensuring that controls were disseminated and followed in an organization that grew so quickly.
-

K E Y M I L E S T O N E S

- July 1997 – Completed transition from a PC-based accounting software to a mainframe product.
- Oct 1998 – Implemented an integrated human resources and payroll software.
- Oct 2000 – Handled the initial ticket order phase and subsequent activity.
(First time the process has been accurately reconciled in the recent history of the Games.)



A C C O U N T I N G

Accounting worked as part of Finance since the inception of SLOC in 1995. Though some responsibilities of the department changed slightly during the years, the core responsibilities remained constant. The main areas of focus included payroll processing, maintenance of the accounting system for the general ledger, accounts payable and receivable processing, account reconciliations, financial audits, federal program tracking and tax filings. In addition, a significant amount of effort was required to manage and reconcile the activity of the joint marketing venture between the USOC and SLOC, called OPUS.

Staffing for Accounting began with the hiring of two employees in 1996. In 1998, the department began to grow and by the end of 1999 there were seven employees; by July 2001 there were 15 employees. The Accounting staff remained at 15 through the Games and then began to reduce in number shortly thereafter.

Accounting attempted to foster good relations with all departments and especially those with whom it worked closely, including Procurement, Human Resources, Logistics, Legal, Ticketing, Accommodations, Rate Card and Financial Planning.

P A Y R O L L •

Shortly after Accounting was formed, the payroll processing was outsourced to a payroll service company. SLOC staff was responsible only for inputting employee data and the hours worked. The payroll-service company calculated the amount of salary to be paid, deducted the applicable taxes, remitted the taxes to the appropriate agencies, generated paychecks and issued the paychecks to SLOC departments for distribution.

SLOC continued to use the payroll-service company until 1998 when an integrated human resource and payroll system, Infinium, was purchased and installed. This system allowed more flexibility for Human Resources to manage the growing employee base and enabled Accounting to process the payroll in-house. The additional burden to process the payroll in-house was minimal, and it allowed SLOC greater control over the timing of payments and the managing of deductions. Infinium was PC-based and part of the SLOC computer network. This software was capable of

handling the high number of future employees (estimated total was 5000), yet was simple to operate for the duration that SLOC was a small operation.

ACCOUNTING SYSTEM •

The accounting system first used by SLOC was a PC-based software called Peachtree, which was sufficient to handle the small number of transactions in the early years. It was not, however, sufficiently robust to process with the larger volumes of transactions that would arrive as the Games approached.

In 1996, SLOC purchased and began to install a new accounting system called Assist. Assist was chosen for several reasons. First, since IBM was the technology provider for the IOC at that time, SLOC needed software that would run on an IBM AS400 machine. The IBM AS400 was selected as the server platform, and Assist ran on the AS400. Second, Assist was a local company with its headquarters in Salt Lake City. This allowed for easy contact and support and satisfied SLOC's commitment to seek local suppliers whenever possible. Assist also offered the system for no initial cost—SLOC had to pay only for annual maintenance.

The first modules installed were the general ledger and accounts payable. The procurement module and the receiving modules were installed in late 1998, and the accounts-receivable module was installed in early 1999.

Though the general ledger was the source for overall expenditures and revenues, Accounting purchased another system, Paragon, to provide project accounting and internal budget monitoring and reporting. A project-based budget was finalized September 1998 and was fully integrated into the Paragon system in spring 1999. The monthly actuals from Assist were downloaded into Paragon for reporting purposes. Also, since Assist did not have an adequate project-accounting module, the general ledger had to capture the activity for each project. This resulted in thousands of general ledger accounts being set up with account numbers of 15 digits each.



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SLOC's robust financial operations helped ensure necessary funds for downtown's Olympic Medals Plaza (OMP) and surrounding competition venues. Far left, winners of the women's cross-country 4x5 km relay celebrate. Center: More than 20,000 fans packed OMP each evening. Near left: Norwegian fans support their country at Soldier Hollow, site of nordic events.

ACCOUNTS PAYABLE •

Accounts Payable (A/P) processed four types of transactions: invoices referencing purchase orders (P.O.), invoices for contract payments, invoices for small purchases and employee expense reimbursements.

Though SLOC was using the Assist A/P, Procurement and Receiving modules, the processing of the accounts payable detail remained labor intensive. Once the goods were received, the vendor invoices were keyed into the A/P system and applied to the outstanding purchase orders. The P.O. system was also used to track the orders and receiving of VIK. P.O.s were created each time orders of VIK were placed with a sponsor. Once the items were received, the P.O. was closed out and the cost was charged to a VIK expense code and immediately offset by a credit to a VIK revenue code.

Contracts were tracked by Procurement using the Paragon system. The contract detail was entered into Paragon, and each subsequent contract invoice was deducted from the total value of the contract. The data was downloaded from Paragon into the A/P system, and the invoice was paid. By using the contract information already in Paragon and by downloading the P.O. file from Assist into Paragon, SLOC was able to track its new and outstanding commitments on a monthly basis.

All purchases greater than \$2000 required processing through Procurement. Employees were empowered to place orders for \$2000 or less. Early in 2001, SLOC created an online small purchase authorization (SPA) form to be used for all purchases less than \$2000. This form allowed employees to have small purchase requests approved by their supervisor online and provided an authorization number the employee could give to the vendor as a purchase order reference. A/P would process invoices only if they could be associated with an authorized SPA and confirmed through signature that the goods or service had been provided.

Employee expense reports were used to request reimbursement for travel and entertainment costs incurred. The employees were to provide supporting receipts for the expenses listed on the expense report. Most frequent travelers were given a corporate credit card to facilitate their traveling.

The A/P group grew from one person in 1996 to four by 2001. The staff remained at four throughout the Games. The following is a chart of activity volume for various years.

MONTHLY ACTIVITY	OCT. 1999	OCT. 2000	OCT. 2001
SPA ACTIVITY	*	500	862
P.O. ACTIVITY	606*	143	372
CONTRACT ACTIVITY	*	178	614
EMPLOYEE EXP. RPTS.	114	292	301
TOTAL	720	1113	2149

** Activity summarized into one number*

ACCOUNTS RECEIVABLE •

All invoices were processed through Accounting on the Assist system. A unique series of numbers was used on invoices that originated from Ticketing, Accommodations, Rate Card and other major billing departments. By using a unique series of invoice numbers, SLOC was able to generate reports by customer and by department. This made it easy to determine what type of invoice was outstanding. Accounting coordinated collections in conjunction with the department that requested the invoice.

ACCOUNT RECONCILIATIONS •

One of the key responsibilities of Accounting was to ensure that major accounts and supporting systems were reconciled to the general ledger. There were three major subsystems that interfaced with the general ledger. These included the ticketing system (Prologue), the accommodations system (CheckIn), and the Rate Card system (R2).

As the ticketing program began in 2000, Accounting assigned two employees to work with Ticketing to ensure that the reconciliations were properly performed. A Microsoft Access program was written to facilitate the reconciling of the ticketing system to the bank account activity. The cash/credit card activity was also reconciled to the Prologue system on a daily basis. The reconciliation was performed in a timely manner, and no major reconciling issues occurred during the ticketing phase.

Accounting also placed one of its staff members with Accommodations. This staff member verified that the contracts for hotel properties in the CheckIn system agreed with SLOC's commitment that was entered into the Paragon system. Customer orders were reconfirmed in the CheckIn system, and invoices were verified against the supporting documentation. Payments received were also compared among the bank account, CheckIn and Assist. The reconciliation process experienced only a few minor items that required resolution.

Finance administered the Rate Card program. The Rate Card group used a stand-alone system called R2. Invoicing data from R2 was fed into Assist. All payments were first applied in Assist and then passed to R2. Reports were run comparing the R2 data with Assist to ensure that they remained in balance. This reconciliation was performed monthly with very few reconciling items.

Other reconciliations performed included an analysis all balance sheet accounts on a monthly basis. These reviews were helpful to identify any problems with cash accounts, advances from customers, investments, payables, royalties and other liabilities. The monthly reviews also expedited the preparation for year-end audits by the external auditors.

T A X F I L I N G S •

Accounting was responsible for the timely filing of various federal, state and local tax returns. These included the Federal Income Tax Return for Non-Profits, the State Income Tax Return for Non-Profits, Federal Payroll Tax Returns, Returns for Payments to Nonresidents, State Sales and Use Tax Return and Local Government Property Tax Returns. SLOC used outside accountants to assist with the preparation of the federal and state income tax returns for nonprofits. Federal payroll tax returns were outsourced to a payroll service. Internal staff prepared and filed the other returns. SLOC sought outside counsel for international tax issues.

O P U S •

In 1997, SLOC entered into a joint marketing venture agreement with the USOC known as OPUS. SLOC was a 50 percent owner in OPUS and had significant rights to the revenues generated by OPUS. The revenue-sharing formulas and agreements were complex and were modified on a regular basis. Accounting reconciled all of the OPUS activity and coordinated the collection efforts with the USOC. For more information about OPUS, see the chapter that begins on page 418.

F E D E R A L P R O G R A M S •

Most of the federal funds associated with the Games were provided to other governments or quasi-government entities. However, a small amount of federal funds was deposited and expended by SLOC. Accounting set up special accounts to track all of the federal expenditures generated by SLOC. Special federal rules had to be considered in managing the funds, and separate audits of the funds were conducted to comply with federal regulations.

GAMES-TIME OPERATIONS •

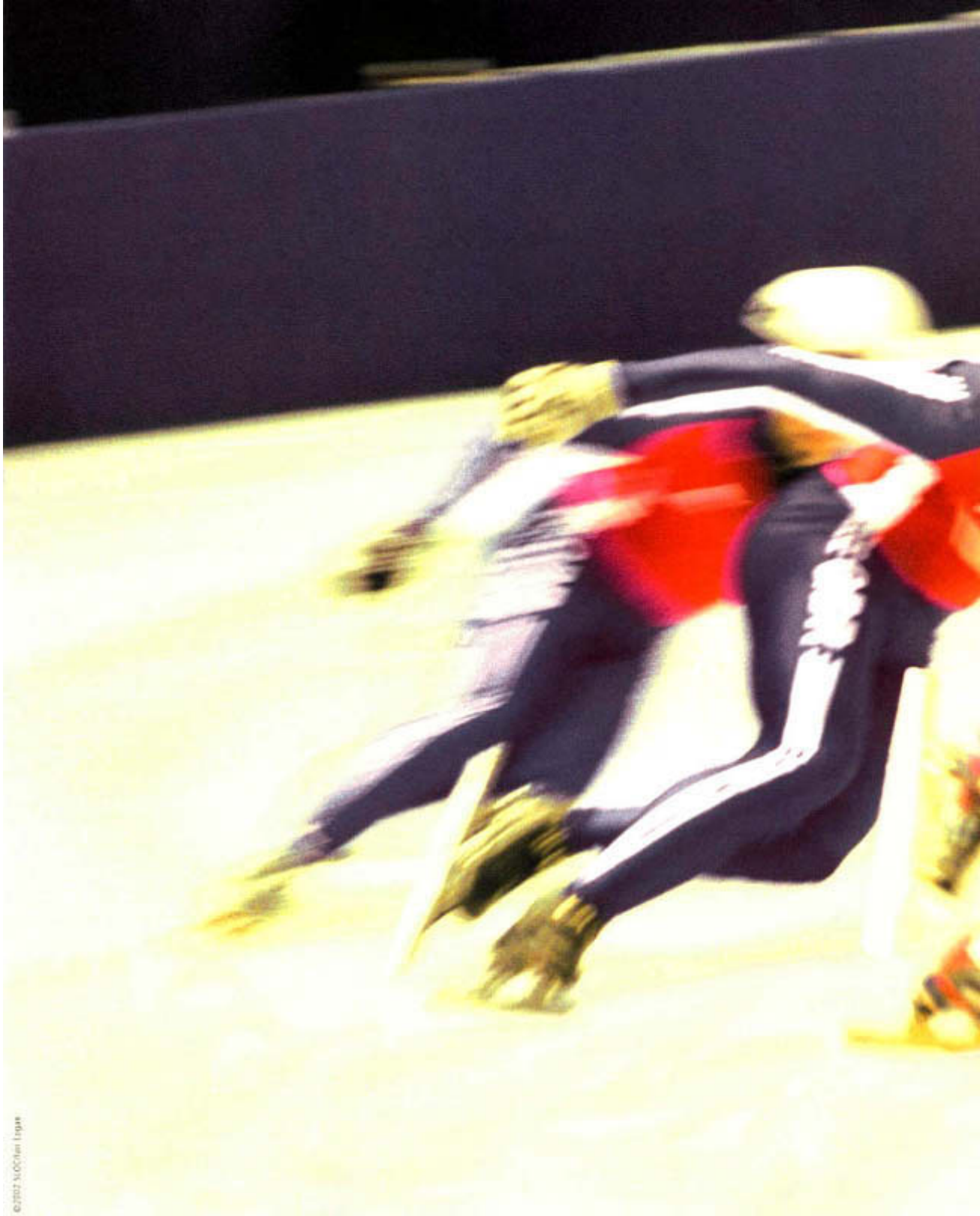
During the Games, additional assignments for those involved heavily in transactions (A/P and Payroll) were kept to a minimum. They were allowed to provide backup to a venue business manager on scheduled days, but spent most of their time at SLOC headquarters processing transactions. There was concern that if the entire accounting staff was assigned to venues, the backlog would become too large.



Tickets for Opening and Closing Ceremonies were a source of revenue for SLOC. Far left: Members of five Native American Utah tribes joined together in a public celebration for the first time in history, creating one of the highlights of the Opening Ceremony. Near left: Dancers representing athletes hung suspended from giant white balloons at the Closing Ceremony.

Great Britain, Short Track Speed Skating

SALT LAKE ICE CENTER





F I N A N C I A L P L A N N I N G

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1996 • Projected End: December 2002
-

R E P O R T E D T O

- Mitt Romney, president and chief executive officer
 - Fraser Bullock, chief operating officer
-

P R O G R A M D E L I V E R A B L E S

- Ensured a positive financial outcome for the Games and Paralympics; financial management of all functional areas and their specific revenues and expenditures to create, execute and maintain a realistic budget.
 - Integrated diverse components, including budget change control, commitment and contract management, revenue forecasting, cash/debt management, labor and benefits cost management, VIK management, Rate Card planning and Marketing coordination.
-

B U D G E T

- Total Games budget: \$1.9 billion
 - Total core budget \$1.3 billion • Core cash: \$1.0 billion • Core VIK: \$300 million
-

S T A F F

- Brett Hopkins, chief financial officer

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 38 • Volunteers: 20
-

K E Y C H A L L E N G E S

- Closing a significant revenue gap by cutting nonessential items and instituting a three-tiered priority ranking for budget items
 - Keeping up with rapidly changing expenditure and revenue figures
-

K E Y M I L E S T O N E S

- 1994: Creation of first high-level bid budget to determine whether hosting the Games would be financially feasible
 - 1998: Creation of function scope documents and project plans
 - 1998: Ten-month project to create a detailed Games budget. The result was a \$1.9 billion total budget.
- 2000: Function-area reviews. Implementation of annual and quarterly reviews. Reviews were helpful in realigning operational plans with budget needs and keeping SLOC's budget in balance with revenue forecasts.
- 2001: Implementation of detailed Revenue Scorecards to continuously monitor key revenue sources, including ticketing, accommodations, licensing and donations.
- 2001: Functions were asked to review remaining commitments to ensure their accuracy six months prior to the Games. In addition, any uncommitted funds were required to be categorized into those funds to be committed with future contracts or purchase orders. This process helped Procurement, Legal and Contracts plan for their workforce needs.
- 2001: Dissolution plan put in place to identify resources and processes needed to close down SLOC.



FINANCIAL PLANNING

SLOC formed Financial Planning in 1996, hiring a budget director and two financial analysts. During the next six years, the department grew to encompass the Procurement, Accounting, Value In Kind (VIK) Management and Risk Management functions. (Chapters on these functions follow.) By January 2001, the team was fully operational, with 38 staff members engaged in supporting all of the daily financial operations.

Financial Planning played an integral role in balancing SLOC's \$1.9 billion total budget during the organizing of the Games. Games planning and preparation are monumental tasks requiring the integration of many diverse components. These components include budget change control, commitment and contract management, revenue forecasting, cash/debt management, labor and benefits cost management, VIK management, Rate Card planning and marketing coordination. The dynamic nature of these components necessitated a continually changing planning effort across the entire organization. Accurate accounting and tracking of these changing components and their associated financial impacts required an integrated and proactive Financial Planning team.

The end goal for the Salt Lake 2002 Games budget was zero-deficit, which essentially meant to break even. In order for SLOC to accomplish this, the cost of staging the Salt Lake 2002 Games and Paralympics needed to be offset primarily by sponsorships, broadcasting fees, ticket sales and merchandise sales. In addition to covering the cost of the Games with the income from these sources, SLOC established a Legacy Fund to maintain Olympic venues after the Games. The Legacy Fund was a monetary gift to the state of Utah that was earmarked to support youth sport programs and keep the spirit of the Games alive in the community.

FINANCIAL PLANNING •

In 1996, members of the Financial Planning team began mapping out a project scope for the Salt Lake 2002 Games, which included a list of all projects SLOC needed to complete to stage a successful event. Financial Planning created a one-page overview for each SLOC function, spelling out what that particular function's general responsibilities would be before, during and after the Games. For example, one of the items mentioned in the overview for the Olympic Village function was the need

to provide comfortable, secure and convenient housing for visiting athletes, coaches and team officials.

Financial Planning divided projects by the Work Breakdown Structure (WBS) system, whereby five or six large projects were identified within each function that SLOC deemed necessary to the planning and execution of the Games. In the case of the Olympic Village, the need to offer secure housing for athletes was illustrated in the function overview, and the WBS contained an outline of the project to actually procure materials and staff for a comfortable and secure environment. Finance outlined an estimate of the resources needed for each function's projects and set an initial budget for that function.

Financial Planning created a comprehensive Games budget beginning in summer 1998. Until that point, the two previous budgets—for 1996 and 1997—were top-down projects that only reflected expenses and revenues for that particular year. A top-down budget meant that Financial Planning looked at the projects and estimated how much each one would cost, instead of tallying the actual expenses. It is a simple, albeit less accurate, way to track expenses than a roll-up budget, which measures actual expenses for each project.

Also in 1998, SLOC hired three financial staff members from the 1994 Lillehammer Games as consultants and, using the WBS, the team began to chart the commitments and actual expenses for the following four years that would define the overall Games budget.

After realizing that the data involved was too detailed to track in the simple spreadsheet program that the financial planning team was using, SLOC created a budget database that it felt was extensive enough to meet the scope of the project. The database afforded greater tracking flexibility, as it could sort different categories by whatever fields the function chose. The database also categorized expenses to determine if they could be provided through VIK, or if SLOC needed to spend cash.



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With more events than any Olympic Winter Games in history, and a sophisticated Look of the Games, SLOC required strong financial planning. Far left: Fans cheer on the brand-new skeleton event. Middle: The stunning Olympic Cauldron was visible for miles around. Near left: Canadian spectators crossed the border—with many flags—to cheer on their citizens.

The budget project took almost 10 months and was completed in October 1998. This original budget used the function scope documents to project costs and revenues for the period from 1999 to 2005. It resulted in a Games budget of \$1.9 billion, broken down into three sections: core budget (SLOC's cost to stage the Games), match budget (expenses that were matched out to a source of revenue) and federal budget (financing from the U.S. government). SLOC's final core budget amounted to \$1.3 billion. While the \$1.9 billion total did not change significantly, the core budget would be modified several times.

After Finance looked at the numbers again, the function realized there was a \$56 million error in calculation. The discrepancy resulted from a mismatch of VIK and revenue figures; the financial

team had not distinguished among the different sources of VIK. Instead, the team looked at the budget as total expenses versus total revenue and overvalued much of the VIK revenue.

Financial Planning identified those elements in the budget that needed to be addressed, but did not develop a flexible enough system to let the budget evolve. To address this problem, in 1999 the Games budget was finalized and entered into the Paragon budget system, which allowed for organized reporting and tracking.

After the 1998 Salt Lake City bid scandal, Mitt Romney joined SLOC as president and CEO, and Fraser Bullock was named SLOC's COO and CFO, both in 1999. One of the first projects they tackled was the restructuring and cutting of the Games budget.

The first step was to tier the budget by priority. When the budget was reintroduced in 1999, Fraser Bullock and Financial Planning met with each function to determine the importance of each project within that function and to justify funding. Projects were categorized into three tiers. SLOC considered a tier-one project essential to the Games, a must-have item. Projects that would have been nice to have but were not crucial to the staging of the Games were assigned to tier two. Projects that were deemed tier three were considered to be of negligible importance and were generally cut from the scope of projects. An example of a tier-one project essential to the Games was the construction of the Utah Olympic Oval, site of speed skating competition. The Salt Lake 2002 Official Spectator Guide was considered tier two, because, while helpful to Games-time visitors, it did not directly impact the operations of the Games. In many cases, a project that was not deemed a tier-one had its budget trimmed, and eventually the overall SLOC Games budget was cut from the previously revised \$1.55 billion to roughly \$1.3 billion.

Beginning in 2000, representatives from a third of the functions met each month with Financial Planning, and each function's revenues were matched with its expenses to maintain a zero-deficit budget. Early on in this process, each function's budget was regularly examined on a line-by-line basis and pared down by 10 percent by using the three-tiered ratings described above. The 10 percent savings was set aside in a contingency fund for that function. If the function needed that money, it first had to request approval from Financial Planning. In the second half of 2001, Financial Planning began to reallocate each function's contingency money to needier areas of SLOC if that particular function could not justify spending the money on its own projects. This plan helped to keep expenditures down throughout the organization.

After drawing up the Games budget and the restructured tiered budget, Financial Planning primarily became an overseer, working closely with accounting and VIK management to successfully ensure that all functions were successfully working toward the goal of a zero-deficit budget. At Games-time, Financial Planning staff members provided management and control for venue resources and operated the Rate Card booking offices.

After the Games, the function participated in dissolution initiatives, reconciled final vendor payments and closed out direct claims. It also closed the general ledger and finalized settlements with sponsors and Rate Card customers. Ultimately, the Games finished with a \$56 million surplus, as none of the contingency funds set aside for unforeseen expenses were needed. Of the surplus, \$30 million went to the Utah Athletic Foundation, which maintains the Utah Olympic Oval and the Utah Olympic Park. Also, SLOC directed \$6 million to finance additional legacy parks in Salt Lake City, including a park with a 10,000-seat outdoor amphitheater. In addition, \$10.5 million was returned to the federal government, which had provided significant funding for a wide variety of programs.

C O N C L U S I O N •

Financial Planning completed a monumental task with unprecedented success. The following recommendations may help future organizing committees.

- The lack of a standard chart of accounts caused duplication across departments and made the VIK needs-assessment process more difficult than necessary. Maintaining a standard chart of accounts across all functions would increase standardization, help identify and eliminate duplication across departments and facilitate the VIK needs-assessment process.
- Hire Material Planning staff earlier as an extension of Budget and Planning operations while focusing on a detailed budget. Material planning could benefit from increasing integration with Logistics at least two years prior to the Games.
- The function had too many accounts, making account maintenance a challenge. The benefits of having so many accounts were minimal.
- Budget reviews, verification and cross-departmental coordination need to take place more and more frequently as the Games approach. The reviews require patience and diligence and should be done in the spirit of partnership between Finance and the rest of the organization.
- Financial Planning should continue to play an active and constructive role in partnering with other functions to keep costs down.
- The function should continue to use robust software applications to keep track of a complicated financial situation.



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Women's Super-G

S N O W B A S I N S K I A R E A

Nordic Combined, 7.5 km Sprint

S O L D I E R H O L L O W





MATERIAL LOGISTICS AND PROCUREMENT

FUNCTION AT A GLANCE

DATES

- Formed: December 1996 • Ended: May 2002
-

REPORTED TO

Fraser Bullock, chief operating officer

PROGRAM DELIVERABLES

- Provided comprehensive procurement, materials management and logistics support to all functions of SLOC
 - Developed, operated and managed SLOC's storage warehouses and materials handling facilities
 - Designed SLOC's ethical policies and procedures for bids, contracts and procurement
 - Disputed resolution and contract management following the Salt Lake 2002 Olympic Winter Games
-

BUDGET

- Total: \$15.87 million • Cash: \$8.73 million • VIK: \$7.13 million
-

STAFF

Stuart Ashe, director

PRE-GAMES STAFFING

- One year out (February 2001): 81 • December 2001: 378
-

GAMES-TIME STAFFING

- Paid staff: 250 temporary + 20 venue logistics managers • Volunteers: 0
-

KEY CHALLENGES

- Implementing the project plan from 1998 through 1999 due to budget setbacks during the IOC reform
 - Monitoring function-based purchasing that operated outside the centralized procurement framework and guidelines
 - Maintaining security in the Materials Transfer Area (MTA) and monitoring thousands of truck deliveries from SLOC's vendors
-

KEY MILESTONES

- Late 1998: Wrote function strategic plan
- Early 2000: Procurement designed SLOC's dollar-amount matrix for budget authorizations, which controlled functional area spending
- February 2002: Operated more than 37,161 square meters (400,000 square feet) of warehouse space



M A T E R I A L L O G I S T I C S A N D P R O C U R E M E N T

In 1996, SLOC combined the departments for material logistics and procurement into one function to facilitate efficiency and to minimize the managerial and financial risks that would likely result from Games-time operations. This strategy was one of the critical factors in the overall success of the Salt Lake 2002 Games.

Material Logistics designed, implemented and managed SLOC's system for the identification, procurement, receipt, storage, distribution, recovery, disposal and accountability of equipment and material resources necessary to stage the Games. Procurement supported SLOC's general acquisition of assets and provided specific oversight to the Material Logistics for Games-related equipment and material resources. The function administered SLOC's official Procurement Policy, managing procurement technology systems, conducting market research, issuing purchase orders and negotiating contracts.

Given the large scope of the program, SLOC required outside consulting expertise to launch Material Logistics. Following the 1996 Atlanta Games, SLOC contracted with a field expert with extensive logistics experience from previous Games for a consulting position to advise the organizing committee. This short-term study produced an overview of SLOC's material needs, including a list of required assets, a warehouse plan to store the items and an initial systems design for materials planning.

At the same time, SLOC's board of directors recognized the importance of adopting a comprehensive procurement policy and created a procurement committee to draft a formal policy statement. After significant public input, the board adopted this group's findings and implemented the policy through the entire organizing committee. The policy included a dollar amount hierarchy for the purchase approvals and generally required competitive bidding for all expenditures greater than \$2000.

In late 1998, SLOC contracted a logistics consultant, along with the Bechtel Corporation, for a second consulting study. During this period, the function wrote a preliminary strategic plan that formalized the program's scope. From late 1998 until October 1999, the implementation of the strategic plan was halted by the IOC reform process, which produced massive budget cutbacks and internal restructuring within the organizing committee. Under new senior management the logistics

consultant returned to SLOC full time in late October 1999 as the director of Material Logistics and the chief procurement officer of SLOC.

Material Logistics drafted a mission statement in early 2000, formally documenting the program's deliverables. The mission statement delineated the function's role into four groups: logistics, material management and planning, procurement and contracts and contract management. Each of these elements covered an operational aspect of the life cycle of SLOC's goods and services. The life cycle commenced with materials planning, progressed through procurement, acquisition and distribution, and finished with recovery and inventory liquidation.

In early 2000, Material Logistics decided to implement a warehouse inventory model to store SLOC's assets prior to delivery out to the venues. In contrast, the Sydney Organizing Committee used a just-in-time supply chain for the 2000 Games, which allowed vendors to deliver their items directly to their final location. Without a central warehouse to store and track its resources, Sydney's strategy exposed its organization to scheduling and delivery risks if one of its suppliers missed a deadline. After viewing this potential hazard, SLOC procured, cataloged and staged every functional item at a centralized warehouse complex prior to the 2002 Games, which helped Material Logistics accurately track, manage and deliver physical resources to the venues on time and within its projected budget.

**M A T E R I A L M A N A G E M E N T
A N D P L A N N I N G •**

During the material planning phase in 1998, Material Logistics and Procurement reported for organizational purposes to the vice president of Venues. This reporting relationship was established to ensure that material planning activities were integrated with the venue designs created by SLOC's architects and venue designers. As SLOC's venue plans fell into place, the organizational structure was shifted and the function reported to Finance to align SLOC's procurement strategy with its stringent budget objectives.

The function's first project was to create a resource list for SLOC, including both the planning phase and Games-time phase. With prior research from the Atlanta 1996 Games and the Nagano 1998 Games, the function created a venue baseline tool that outlined the required resources for each venue. The elements within the venue baseline ranged from office furniture and information technology to temporary seating and sport equipment. For example, SLOC was able to outline more than 75 percent of the equipment needed to outfit the Salt Lake Ice Center as an Olympic venue based on these initial projections.

To reduce its purchasing budget through economies of scale, Materials Planning standardized SLOC's venue equipment such as office chairs, desks and tables. This strategy allowed the function to stock items with cross-functional needs. SLOC's standardized resources led to the development of the stock item master list, an equipment database. Within the database, the function attached a unique code to each item, which helped track and locate specific assets among the vast inventory of procured equipment.

As the function continued to plan in 2000, its diligent organization conferred benefits to Finance. The Materials Planning database interfaced with SLOC's financial systems, greatly enhancing the organizing committee's ability to conduct budget forecasting. Even before SLOC took delivery of the furniture for venues in summer 2001, Materials Planning had negotiated a contract to presell all the plastic chairs to a furniture rental vendor. These measures were possible only because of Material Planning's detailed databases and inventory documentation.

Although the general planning for venue logistics ran smoothly, the development of venue-specific equipment lists challenged Materials Planning. Throughout winter 2000-01, the pre-Games test events identified gaps in the procurement process. The function received feedback from the sport managers that helped refine the Games materials requirements. Materials Planning used these inputs to accurately estimate Games-time equipment purchases such as hockey nets for the E Center and race course fencing for Snowbasin Ski Area. Additionally, the International Federations provided technical input for SLOC's competition venues.

In June 2001, SLOC transitioned into the procurement phase of its material logistics program. SLOC's central warehousing allowed Materials Planning to purchase equipment earlier in the pre-Games process than any previous organizing committee. Between May 2000 and June 2001, SLOC increased its warehouse capacity by 25 percent. With its massive warehouse capabilities, SLOC purchased and stored its venue inventory well in advance, without waiting for the competition sites to be completed. Additionally, by securing warehouse facilities two years prior to the Games, SLOC was able to lock in long-term leases that saved the organizing committee a significant amount of money. By February 2002, SLOC operated more than 37,161 square meters (400,000 square feet) of warehouse space.

As SLOC built out its warehouse facilities, security posed a major concern for the Materials Planning program. With supplies arriving from around the world on thousands of trucks, the threat existed that an explosive device could be stashed in a delivery vehicle.

Given these dangers, the function developed a strategy that streamlined the security process. SLOC controlled access and monitored each delivery to the central warehouse site. Under this system, every truck entering and leaving the warehouse complex was searched thoroughly in the Materials Transfer Area (MTA), a secure zone where SLOC staff could conduct thorough security checks. When goods arrived at the venues, general managers had complete confidence that the deliveries had been prescreened at the storage site. Without the MTA, SLOC would have been forced to screen its vendors at the venues, a technique that posed a greater security risk.



Materials Planning assisted in purchasing and warehousing everything from snowmobile equipment to trailers to banners. Far left and center: Fans cheer at Soldier Hollow. Near left: A fan at the base of the ski jumps at Utah Olympic Park.

Materials Planning did not use volunteers during the 2002 Games. In the months leading up to the Games, warehouse shifts averaged 12 to 15 hours per day. These intense staffing requirements precluded the use of unpaid volunteers. In addition, the Materials Planning team operated heavy machinery such as forklifts and dollies that required specialized training. SLOC needed a paid staff who could competently handle valuable assets. Materials Planning hired 20 venue logistics managers by May 2001 to implement the onsite component of the venue logistics plan. By November 2001, SLOC employed a staff of more than 250 in the logistics department.

In January 2002, the venue fit-up phase commenced. SLOC did not directly own all of its venues, which created a tight deployment window at some venues. For certain competition venues such as the Salt Lake Ice Center, SLOC took control of the facilities only three to four days prior to the Games. The build-out of all Games-time resources, including signage, Look elements, trailers and field-of-play equipment, succeeded due to SLOC's strategy and centralized warehousing. With an accurate inventory and detailed venue logistics plan, general managers, site managers and venue logistics managers had the necessary information to complete the venue fit-up program on time and under budget.

The final phase of the function's operations plan handled asset recovery, dissolution and liquidation of SLOC's resources and equipment. The recovery program was a cyclical process. The function designed the entire product life cycle objectively into the operations plan, from procurement, acquisition and storage, to delivery, Games-use and post-Games recovery. This comprehensive approach was a major functional success.

In contrast, the Atlanta Committee for the Olympic Games (ACOG) had failed to develop a comprehensive dissolution plan following the 1996 Games. This insufficient planning created security contingencies and forced the ACOG logistics team to remain with the organizing committee an additional year. In comparison, SLOC's logistics function completed its program five months after the Games.

SLOC employed several outlets to unload assets during the liquidation process. SLOC returned leased, borrowed and VIK assets with input from Procurement and Legal. In 2001, Materials Planning contracted with rental vendors and presold commodity items such as tables, chairs and office equipment. Additionally, the function organized a post-Games auction for SLOC memorabilia such as Look and signage elements. In another innovative approach, SLOC hosted an Internet auction through its website, www.saltlake2002.com, so that the general public could purchase Games memorabilia online. These multiple sales channels contributed to the efficient dissolution of SLOC's diverse Games-time inventory.



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Procurement's strict guidelines maintained sound ethics during the acquisition of costumes, building materials and more. Far left: Performers show off Western hospitality. Center: Spectators gather at the state-of-the-art Utah Olympic Park track. Near left: A young cowboy shares his skills.

PROCUREMENT •

Procurement established a set of operational protocols and procedures that guided SLOC's purchases of goods and services. In addition, the function handled contract negotiations for the 2002 Games. Procurement set its deliverables to develop consistent contract formats, avoid conflicts of interest with sponsor and supplier agreements, provide input for risk management, and conduct a comprehensive legal review for all of SLOC's purchases of goods and services.

In 1998, an industry-leading project management firm provided consulting services to SLOC to design its Procurement function. The firm designed a centralized procurement database system that managed contracts and purchase orders and linked into SLOC's financial-planning software.

Unlike large corporations with long production runs, SLOC had specific procurement needs that followed a short-term time line. The procurement program for the Salt Lake 2002 Games was analogous to the commercial rental industry, which specialized in managing a short inventory cycle. Similarly, within a defined period, SLOC procured, operated and returned millions of dollars of goods and services. To facilitate this quick turnaround of inventory, Procurement required a simple and robust database system that could efficiently track SLOC's resources.

In 1999, the function transferred its inventory lists from its initial database into a more basic system, which improved budget forecasting. An additional purchase-order computer system, acquired in mid-2000, assisted with the management and execution of approved contracts.

Following the IOC reform in 1999, Procurement redesigned its mission statement to emphasize SLOC's commitment to ethical standards while meeting the budget and time-line constraints of functional areas. This restructuring accelerated the need to centralize the procurement process and placed the function at the forefront of SLOC's exposure in the media. Between 1996 and 1999, functions had grown accustomed to picking up the phone and working out their own deals. Without a comprehensive and uniform purchasing standard, individual managers created potential conflicts between SLOC's suppliers and sponsors.

Responding to this crisis, Procurement created a standard contract template for all functions. Each department was assigned a contract administrator and buyer who handled its purchasing needs through the Procurement. Additionally, SLOC developed a comprehensive competitive bidding process for all goods and services. All potential SLOC business engagements were open to competitive bidding among qualified applicants. In the case of sole-sourcing, in which only one bidder was involved for specialized procurement projects, functions had to provide documentation that demonstrated the need for a single vendor. These measures limited SLOC's exposure for conflicts of interest and potential ethics violations.

By early 2000, Procurement strengthened its role in centralized purchasing when it designed a dollar-amount matrix for budget authorizations. This document clearly specified how much money each employee was authorized to spend. Procurement's budget authorization program empowered the functions to handle small item purchases. Function managers were authorized to spend up to \$5000, directors \$20,000 and managing directors up to \$100,000. Within this structure, Procurement approved all contracts centrally under the operating guidelines of competitive bidding and supplier and sponsor agreements, ensuring SLOC's commitment to ethical standards.

Throughout this period, as Procurement augmented its control over purchasing, its relationship with the functions was often difficult. Some function managers, who wished to acquire goods or services quickly and simply, viewed the procurement process as a bottleneck and an additional layer of bureaucracy. Procurement was able to diffuse some of these tensions through greater communication with function managers, and with additional support from SLOC senior management. Procurement also presented SLOC's executives with monthly reports that documented functional purchases that fell outside of the established policies and procedures. The combination of these three measures significantly reduced function-based purchasing as SLOC acquired assets during the pre-Games period.

At times, Procurement experienced a tense relationship with SLOC's suppliers and sponsors. Procurement worked with Marketing and identified areas where SLOC could leverage supplier and sponsor relationships for equipment purchases. For example, when SLOC negotiated its contract for office chairs, two competing suppliers submitted bids, which complicated the selection process. In another instance, SLOC outfitted its headquarters with wall clocks from its office-equipment supplier instead of its official timing sponsor. By centralizing the purchase-order process, SLOC minimized its marketing conflicts and further controlled its budget expenditures. Procurement also established tighter communication with Marketing to define SLOC's existing sponsor and supplier categories for equipment and services.

By June 2001, SLOC had begun receiving its venues inventory, including office furniture, information technology and field-of-play equipment. As these contracts were executed, Procurement operated as SLOC's project manager. The function ensured that contracted items were entered into its database—the Materials Management System (MMS)—which tracked receiving, warehousing, distribution, installation and recovery of SLOC's assets. The MMS interfaced with SLOC's financial systems for accurate budgeting.

For SLOC's international deliveries, the function worked directly with U.S. Customs. Procurement also received outside support from Schenker International, an international import/export firm. Under this contract, Schenker International processed the majority of SLOC's international shipping and the exportation of Olympic Family freight during the Games.

The final component of the Procurement program focused on the post-Games liquidation phase. This process began as early as 1999, when the function worked diligently to plan for the post-Games period. Following the Games, Procurement handled SLOC's dispute resolution. In this role, the function executed SLOC's contractual obligations to completion and provided legal review when suppliers failed to uphold contract terms. A forward-thinking strategy prepared SLOC for the complex legal process of returning millions of dollars of borrowed, loaned and VIK assets to the respective suppliers and sponsors.

From procuring SLOC's material assets to installing equipment at all venues, the scope of Material Logistics supported the complex operation of all of SLOC's functions, venues and programs during the 2002 Games.



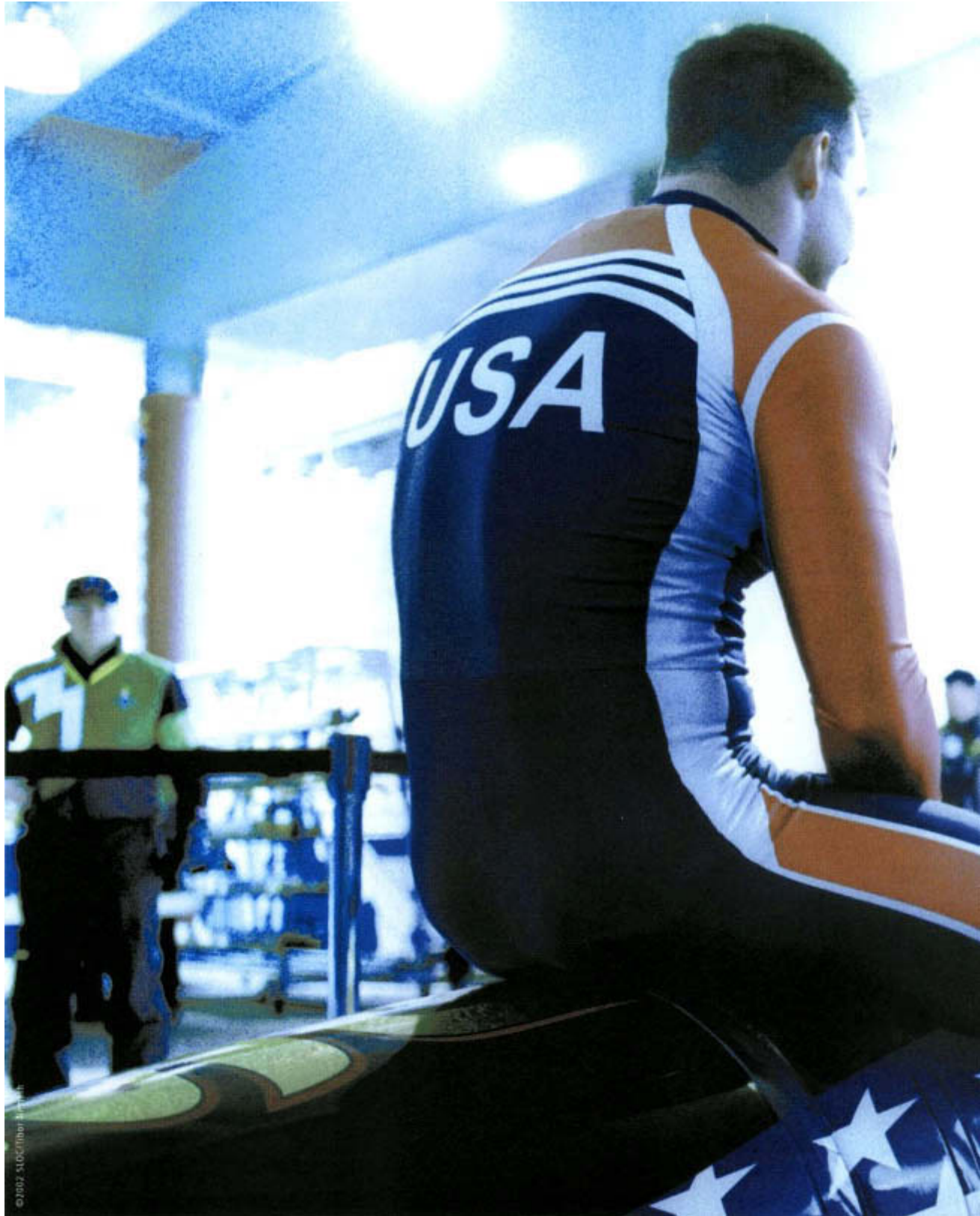
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Skeleton

U T A H O L Y M P I C P A R K

USA-2, Men's Bobsleigh

U T A H O L Y M P I C P A R K



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R I S K M A N A G E M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1996 • Ended: 2002
-

R E P O R T S T O

Brett Hopkins, chief financial officer

P R O G R A M D E L I V E R A B L E S

- Managed risks that could cause a financial loss to SLOC
 - Helped other functions minimize safety, health, environmental and property hazards
 - Secured proper insurance to cover losses
 - Investigated incidents and process claims efficiently
-

B U D G E T

- Total: \$12.4 million • Cash: \$12.3 million • VIK: \$88,306
-

S T A F F

Bill Moreton, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 14 • December 2001: 23

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 40 • Volunteers: 28
-

K E Y C H A L L E N G E S

- To secure the appropriate insurance required
 - Interfacing with other SLOC functions, venue owners and other organizations
-

K E Y M I L E S T O N E S

- 1996—Initial purchase of event cancellation insurance
- 2000—Expansion and modification of Operation Plan following Sydney Olympics
- 2001—Development of Venue Safety Management Plans



R I S K M A N A G E M E N T

OVERVIEW •

SLOC formed Risk Management in 1997 to handle situations that could potentially cause a financial loss to SLOC. Risk Management efficiently insured SLOC against all liabilities while keeping insurance costs under control. The function was responsible for providing a variety of services for all aspects of the organizing committee to mitigate risks associated with personal injury, property, legal liability and financial losses.

Risk Management helped other functions create plans to minimize safety, health, environmental and property hazards. When applicable, these plans included the physical inspection of a venue so as to cover every possible risk to spectators, employees, members of the Olympic Family and others. Risk Management also maintained ongoing relationships with external organizations, including venue owners, the state of Utah and Utah Olympic Public Safety Command (UOPSC). Safety and security measures taken with these partners involved workforce safety training, development of venue-based plans for injury prevention, preparation for emergencies and provision of technical specialists to consult on safety and loss issues.

Risk Management created contingency plans that often entailed securing the proper insurance to cover losses. For instance, if a power outage at a venue had resulted in the loss of revenue, Risk Management would have been the entity that made sure an insurance policy covered the loss. In addition, Risk Management reviewed contracts to ensure that the proper insurance requirements were in place.

A contract management system was developed to provide guidelines for individuals negotiating contracts that included insurance issues. The intention was to help SLOC manage undesirable contractual conditions and, where possible, transfer legal liability from SLOC to the contractor.

A comprehensive insurance program was developed to mitigate potential first- and third-party losses or claims against SLOC. Coverage included property, general liability, automobile, event cancellation, employment practices, nonowned aviation, professional liability, workers compensation and executive risk policies.

During the Games, Risk Management responded to all claims and ensured that policies were up-to-date and being followed. Post-Games, the function continued to respond to claims and document damage to venues and vehicles through a tracking system that was developed in conjunction with the Logistics function.



Solid preparation by Risk Management, and the tremendous enjoyment of athletes and spectators resulted in few post-Games problems for SLOC. Far left: Nordic combined athletes navigate Soldier Hollow. Center: Ireland's Clifton Wrottesley competes in skeleton. Near left: Aerials was one of the most popular events of the Games.

RISK MANAGEMENT OPERATIONS •

Risk Management was an outsourced function that was housed in the SLOC offices. Employees were loaned from the four risk-service providers.

Fred A. Moreton & Company, a Salt Lake City-based firm that provides insurance brokering and risk management services, provided SLOC's Risk Management staff. Loss-control services were then outsourced to the Workers Compensation Fund of Utah, which donated its services to SLOC on a part-time basis before the Nagano 1998 Games and full time thereafter, continuing after the Games.

Critical Incident Management Services was responsible for the development of safety management plans, emergency response plans and for the provision of an event safety professional as the Director of Safety. American Specialty Companies, Inc. provided insurance and served as a third-party claims administrator. It also provided a loss-control professional.

In 1996, Risk Management purchased event cancellation coverage to provide the necessary comfort for potential sponsors and other commercial service providers who could have been impacted by an early cancellation of the event. This coverage was increased in 1999 from \$50 million to \$150 million.

In 1998, Risk Management continued to identify insurance needs and purchase coverage based on loss information from previous Games and projected losses for the Salt Lake 2002 Olympic Winter Games and Paralympics. Fortunately, this occurred during a soft market in the insurance industry. Risk Management was thus able to secure more comprehensive policies than it normally could at a given price.

Prior to the development of its operational plan, Risk Management focused largely on learning about the role of other SLOC functions. This allowed for a better understanding of how Risk Management could work with other functions. It also helped identify major risk areas, which was useful in identifying insurance needs.

Risk Management personnel attended the Nagano 1998 Olympic Winter Games on a fact-finding mission to gain knowledge and experience in Games operations.

After attending the Sydney 2000 Games, Risk Management expanded and modified its operations plan. Areas addressed regarding headquarters included staffing and administration, functional area interface, risk information management system input and analysis, monitoring

safety/deficiency reports and recommendations; deployment of claims specialists in the event of major incidents; daily claims reporting to insurers and SLOC finance; and main office interface.

Areas addressed relating to venues included safety inspections by specific functional areas; interface with the Event Management function on safety issues; safety inspections by venue safety officers, monitoring safety deficiency reports and making recommendations; response to spectator injury/property damage; response to athlete and employee/volunteer injuries; response to law/security matters; and incident log review/analysis.

Many changes to staffing numbers, personnel and structure occurred over several years. The Games-time management team was finalized in mid-2001, improving the function's capacity to service venue teams and functional areas across the organization.

Risk Management developed the Venue-Safety Management Plans (VSMPs) in 2001. This was a consultative process involving the identification, assessment and control of hazards and unsafe work practices relating to the operational phase of the Games. Consultants were engaged to initiate this process. Risk Management held workshops with venue teams and developed recommendations based on these workshops. Several drafts were circulated for consultation and amended by each venue team, improving the likelihood that such plans would be implemented.

Risk Management also developed Venue Emergency Response Plans (VERPs) through a consultative process. The plans articulated how the venue team would respond under various emergency-related scenarios.

During the Games, Venue Safety Officers (VSOs) and Venue Loss Investigators (VLIs) were the two key venue-based positions working for Risk Management.

The role of the VSOs was to inspect and monitor all relevant areas of venue operations and apply risk-management strategies to resolve safety and loss-control issues. VSOs were required to mitigate risks or follow an escalation procedure in an attempt to resolve problems. VSOs were safety professionals loaned from the Workers Compensation Fund of Utah. They worked full time during the Games and part time during move-in and move-out. VSOs also supervised the VLIs and were effectively the Risk Management representatives at each venue.

The role of the VLIs was to investigate incidents that occurred at a venue and record all necessary information to manage potential insurance claims (Risk Management headquarters actually managed the claims). Their other role was to collect and review issue report cards from various sources and distribute them to the appropriate functional area managers or, where appropriate, use them as a starting point for conducting an incident investigation. VLIs were volunteers who were largely recruited from the insurance industry.

Risk Management headquarters was operational 24 hours a day during the Games but had staff present between 06:00 and 23:00. After-hours calls were forwarded to the Risk Management headquarters commander on shift. Headquarters was responsible for scheduling staff, issue resolution for safety or risk issues, coordinating with the MOC and the Utah Government Safety regulator and managing all insurance claims. Headquarters also interfaced with other SLOC functional areas.

CONCLUSION •

In addition to securing insurance coverage, Risk Management should continue to play an active role in reducing safety, health, environmental and property hazards.

The function's management team and venue safety officers were, for the most part, employees of either a Games insurer or a Games broker. This created the potential for a conflict of interest

between SLOC and its insurers. To prevent this problem, the Risk Program manager could be an on-site, independent representative of the organizing committee.

More resources could be devoted to high-risk functional areas. Risk management/loss control specialists with expertise in the following high-risk areas would have been advantageous: major events/crowd management, venue development/construction, transportation, warehousing, ceremonies and hazardous substances/dangerous goods (propane, gasoline, pyrotechnics, ammonia, etc.).

Venue/operational safety started too early. The SLOC operations safety program began 36 months before the Games, and many of the key operational decision makers were not yet hired (e.g., venue general managers, site managers, etc.). Twenty-four months would be an appropriate time to begin an operations safety program for an Olympic Winter Games.

A lack of quantifiable, accurate and detailed data from previous Games and other major events resulted in SLOC making inaccurate assumptions about risk in estimates provided to insurers. The demand for post-Games reports within several weeks of the Paralympics resulted in a situation whereby many claims had not yet been settled. As a result, inaccurate information may have been provided. More accurate claims information would take months or even years to compile, but would be useful to future organizing committees.

VSOs were volunteers, some of whom were underqualified. If VSOs were paid employees, or at the very least volunteers selected through a formal selection process, Risk Management could have ensured that they would possess the highest level of relevant skills and expertise.



Aerialist Eric Bergoust, United States of America

D E E R V A L L E Y R E S O R T



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Freestyle Aerials

DEER VALLEY RESORT

V I K M A N A G E M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1997 • Ended: 30 June 2002
-

R E P O R T E D T O

Brett Hopkins, chief financial officer

P R O G R A M D E L I V E R A B L E S

- Allocated VIK to SLOC budget
 - Forecasted and monitored VIK usage
 - Ensured that VIK is used efficiently and effectively
 - Ensured that 100% of VIK is utilized, liquidated or traded to offset cash expense
-

B U D G E T

- Total: Part of Finance budget • Cash: Part of Finance budget • VIK: Part of Finance budget
-

S T A F F

Tasha Pomerleau, director

G A M E S - T I M E S T A F F I N G

- Paid Staff: 3 • Volunteers: 0
-

K E Y C H A L L E N G E S

- Accurately estimating VIK from The Olympic Partners Programme (TOP)
 - Negotiating TOP contracts
 - VIK Valuation (sponsor value compared to budget value)
 - Making SLOC understand the VIK process and use VIK, not cash
 - Educating new sponsors to tracking and reporting VIK
-

K E Y M I L E S T O N E S

- Three years out: Target VIK estimated for Marketing
- One year out: All VIK identified, allocated, converted into cash or eliminated from the budget
 - Six months out: Majority of VIK orders completed
- Three months after the Games: reconcile VIK usage with sponsors and document SLOC-completed VIK contracts with OPUS and IOC.



V I K M A N A G E M E N T

VIK Management worked closely with more than 65 SLOC sponsors and disseminated a total of more than \$400 million in contracted value in kind (VIK).

VIK is a mechanism for corporate partners, sponsors and suppliers to contribute product, services or other support to the OCOG in exchange for marketing rights and hospitality rights. The VIK contributions were identified contractually between SLOC and the sponsor, wherein the time, scope of work and value of the VIK was defined. Successful negotiations provided SLOC with essential budget relief and the sponsor with valuable marketing associations.

Part of the Finance group, VIK Management established a crucial relationship between Marketing and Finance. Ultimately, the success of VIK Management resulted from communication and cooperation throughout the OCOG. Originally, VIK Management was included within the Procurement area of Finance, but evolved into a separate area in order to facilitate relationships with Marketing, its sponsors department and other operational functions.

The negotiation of a sponsorship was a three-part venture of Finance, Marketing and VIK Management. Contracts were often renegotiated to accommodate the organization's evolving needs. Keeping contracts as general as possible—especially in terms of delivery dates and product type—minimized renegotiations.

VIK Management forecasted, managed and monitored VIK contracts with sponsors. Forecasting began in the early stages of the organization. With the cooperation of Marketing, Finance, Procurement and other functions within SLOC, VIK Management created a marketing matrix database in 1999 that consolidated information submitted by the different areas. Information in the database included such elements as estimates from previous Games experiences, the possible needs of each function and potential companies. The marketing matrix produced a one-page summary of target VIK that Marketing used to target specific companies offering essential products or services for an ideal dollar amount.

Essentially, VIK Management established, coordinated and monitored the allocation of VIK contributions. The function ensured that the target VIK was met, that VIK consumption was

maximized effectively, that accurate accounting of VIK was maintained and that all VIK usage fell within contracted guidelines.

VIK Management produced an extensive educational campaign aimed at helping functions understand the meaning, use and importance of integrating VIK into their budgets.

Once the sponsorship agreement was signed, the VIK coordinator revalidated information that had been collected in the planning stage with each function to allocate the VIK to the budget based on need.

As usage of VIK began and as the functions developed plans, disparities occurred between the amount of VIK that a function initially requested and the function's actual need. Functions may have had new needs, canceled a project or redefined the scope of an existing project. It was the VIK coordinator's responsibility to gain a general understanding of the scope and timing of use. The coordinator monitored actual usage against the budget. As needed, the coordinator reviewed usage with the function and reduced or increased VIK allocations accordingly. This was an ongoing process that was analyzed on a monthly basis.

VIK Management continually researched alternate uses of unallocated VIK and communicated this information within SLOC.

The VIK team integrated VIK into SLOC's operations. This included establishing a VIK-procurement policy with the sponsor, confirming pricing, identifying product or service specifications and coordinating logistical issues.

The VIK team asked sponsors to send SLOC a quarterly VIK Usage Statement. The SLOC VIK coordinator was responsible for comparing the sponsor amount with SLOC's general ledger amount and calculating the reconciliation difference.

GAMES-TIME OPERATIONS •

Finance—including VIK Management—operated during the Games as finance managers at each of the venues. VIK activity dropped significantly during the Games period. The focus turned to tracking consumption on a weekly basis for commodities and VIK with hourly limitations.

REVENUE BUDGET •

VIK management was responsible for aligning the revenue budget on a monthly basis in accordance with the changes to the expense budget. VIK-revenue budget and actuals were required to agree with the VIK-expense budget and actuals.

LIQUIDATION •

After the Games, VIK items were left to the state of Utah as part of the Legacy Program, sold or returned to the sponsor in accordance with the contract. VIK Management and Liquidation estimated the liquidation value and available product. The VIK team was also responsible for coordinating with Material Logistics and Finance to ensure that items are returned to the sponsor.



Freestyle Moguls

D E E R V A L L E Y R E S O R T



© 2002 SLO-CO David Burnett



Roar Ljøkelsøy, Norway, Ski Jumping

U T A H O L Y M P I C P A R K

M A R K E T I N G

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: July 1997 • Date Ended: 30 April 2002
-

R E P O R T E D T O

Mitt Romney, president and CEO

P R O G R A M D E L I V E R A B L E S

- Developed a sales and marketing plan that was designed to generate maximum revenues for the Games, USOC and SLOC. This plan would reduce confusion by collecting and packaging together as many Olympic-related marketing opportunities as possible for coordinated presentations to potential sponsors and suppliers.
 - Developed and implemented adequate procedures that ensured Olympic marks were used in conjunction with high-quality products and services, and were consistent with the image of the Olympic movement.
 - The licensing division created and maximized revenues, established and sold the SLOC mark and designation (brand) through licensed products, protected the trademarks and sold licensed products internationally.
 - Coordinated fulfillment of sponsor and supplier contracts with all SLOC functional areas. Planned, managed and communicated sponsor's operational needs before and during the Games.
 - Created a donor program that focused support, commitment and enthusiasm for the Games, for Salt Lake City and for Utah.
-

B U D G E T

- Total: \$4.79 million • Cash: \$4.1 million • VIK: \$683,881 • OPUS: \$24 million
-

S T A F F

Mark Lewis, vice president, Marketing; president and CEO, OPUS

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 39 • December 2001: 49

P A I D S T A F F

- SLOC Marketing: 31 • OPUS: 17

G A M E S - T I M E S T A F F

Volunteers: 68

K E Y C H A L L E N G E S

- To create a joint marketing program between the USOC and SLOC that combined all the marketing and commercial rights for all of the sponsors and suppliers.
 - To coordinate fulfillment of sponsor and supplier contracts with all SLOC functional areas.
 - To plan, manage and communicate sponsors' operational needs before and during the Games.
 - To create a donor program to financially assist in the marketing plan. This program would not include formal marketing association rights.
 - To support licensees in their effort to produce quality merchandise and thereby to help sell their Olympic products.
-

K E Y M I L E S T O N E S

- OPUS joint venture was the most successful marketing program in the Olympic history. The sponsorship program included 10 TOP Worldwide Partners, 22 OPUS Sponsors and 31 Suppliers.
- The most comprehensive sponsor support program ever developed was created as part of the overall sponsor marketing plan. A broad strategy focused on three support areas: sponsor services, marketing services and sponsor recognition. The OPUS account manager program was formed, through which sponsor liaisons were managed.
- The licensee support program helped the 70 licensees. This program supported and visited major retailers, arranged vendor days, focused on creating promotions, advertising promotions, multiple licensee workshops and occupied exhibit space at the Super Show and the NSGA shows.
- The Salt Lake Donor Program proved to be a singular success generating \$45 million in revenues that went toward the sport program fund, legacy fund, youth sport and education fund, arts and culture fund, environment fund, Paralympic fund and the general Olympic fund.



M A R K E T I N G

SLOC's marketing function was a joint program between Olympic Properties of the United States, LLC (OPUS) and SLOC, which led to the most successful marketing effort in Olympic history. The OPUS local sponsorship program generated a total of \$876 million for SLOC and USOC, and more than 1.525 million tickets were sold, 95 percent of the available tickets. OPUS account managers worked together with SLOC account managers to assist sponsors. In the 1995 Host City Contract with the IOC, USOC and the organizing committee were required to create a single joint marketing program combining all marketing and commercial rights. The intent of this requirement was to establish and implement a plan to market the right to use Olympic marks and license the sale of Olympic merchandise in a manner consistent with the spirit and image of the Olympic Games and Olympic Movement. This effort would also engage in marketing activities to raise revenue and support the U.S. Olympic teams for 1998, 2000, 2002 and 2004 and for the 2002 Olympic Winter Games. The plan would avoid the creation of competing SLOC and USOC programs that could lead to sponsor conflicts and marketplace clutter. To facilitate and implement a successful marketing campaign, the marketing staff was divided into eight divisions: sponsor sales, licensing, marketing services (signature properties), OPUS account management, OPUS marks approval, sponsor services, special projects and donor programs.

Marketing's mission was to raise a substantial portion of the necessary funding through the sale of sponsorships, licensing and other fund-raising efforts. Under OPUS, SLOC and the USOC presented a single, unified marketing strategy.

Sponsorship initiatives were developed and implemented by OPUS, including participation in the IOC's international marketing plan: the Olympic Partners (TOP) V Programme and the domestic sponsorship and suppliership program, which provided commercial partners with marketing rights only in the United States. Both collaborated on the sale and distribution of products. Similarly, charitable fund-raising, license-plate sales and other local or specialized endeavors were developed separately by the two entities.

Built on the experience and lessons learned from previous Games, Salt Lake 2002 set new standards for success and established a benchmark for protecting the Olympic image.

EARLY ACTIVITIES •

One of the first activities of OPUS was to develop a sales and marketing plan. This plan was designed to generate maximum revenues for the Games, USOC and SLOC, and to reduce market confusion by collecting and packaging together as many Olympic-related marketing opportunities as possible for coordinated presentation to potential sponsors, licensees and suppliers.

OPUS developed and implemented adequate procedures that ensured Olympic marks were used in conjunction with high-quality products and services that were consistent with the image of the Olympic Movement.

OPUS was originally managed by a six-person executive committee, with each person equally appointed by both SLOC and the USOC. The executive committee was later expanded to eight members in order to allow for two athlete representatives to participate in OPUS's management. The chairman of the executive committee was appointed by SLOC. The day-to-day activities of OPUS were delegated to a president and chief executive officer, who was appointed by the USOC.

SPONSOR SALES •

The sponsor sales division was responsible for developing the base of companies that would invest to acquire the right to be associated with the Olympic Movement and use that association to enhance its businesses. One of the key sales strategies was to build upon the tremendous marketing success of the Atlanta 1996 Games. The sales plan was to approach these companies that participated as sponsors, suppliers and licensees and propose that they acquire Olympic Games, Olympic Winter Games and U.S. team rights as a strategic investment that would allow them to participate in a comprehensive total marketing program.

The sponsor sales program required identifying which key constituents would be affected by Olympic-related marketing activities and the objectives that were to be achieved. For business constituents, marketing opportunities were typically consumers, distribution channels (distributors or retailers), suppliers to the company and employees. The purchase of a sponsorship allowed companies to launch and showcase new products, cultivate new market segments, alter or shape corporate image, motivate employees and develop unique Games-time hospitality programs for key customers, suppliers and other constituents.

Although many of the initial sales prospects had a prior experience with Olympic sponsorships, the size of investment required to gain sponsorship rights and benefits necessitated that OPUS articulate how the Olympic association could be integrated advantageously into their present marketing strategies and plans.

Market research data and testimonials of companies involved with prior Games demonstrated a virtually universal awareness of Olympic trademarks and the public's positive view of the Games regardless of their gender, race, age, income or education. Companies were convinced of the positive return-on-investment potential resulting from sponsorships.

WORLDWIDE PARTNERS AND DOMESTIC SPONSORS AND SUPPLIERS •

The Host City Contract required that OPUS participate with the IOC in the process of marketing the international sponsorships of TOP V Programme. TOP Partners were given worldwide rights in all countries with NOCs participating in the program.

OPUS was not authorized to grant the right to use Olympic marks in connection with any product category included in TOP, and any revenue received in connection with TOP was deemed

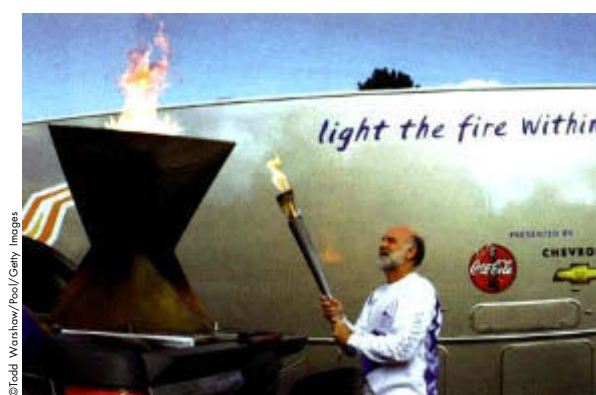
revenue to SLOC and not OPUS. SLOC participated in all discussions and negotiations with the IOC concerning TOP Partners and provided marketing services for them.

The following 10 companies signed on as TOP Partners for the 2001–04 quadrennium: The Coca-Cola Company, Eastman Kodak, John Hancock, McDonald's, Panasonic, Samsung, Schlumberger SEMA, Sports Illustrated, Visa and Xerox.

The highest level of the national partnership program, Benchmark Partners, involved the following companies: AT&T, Bank of America, Budweiser, Chevron Texaco, General Motors and Qwest. These companies had rights comparable to TOP Partners but only for marks used exclusively in the United States. Each of these companies committed at least \$50 million through a combination of cash and VIK support to reach the level of Benchmark Partner.

In addition to the TOP and Benchmark Partner programs, a sponsor level program also granted, solely in the United States, rights and benefits to the following companies who gave between \$20 million and \$50 million each: Allstate, BlueCross BlueShield, Delta AirLines, Gateway, Hallmark, Jet Set Sports, Lucent Technologies, Marker, Monster.com, NuSkin/Pharmanex, Office Depot, Seiko, Sensormatic, The Home Depot, Utah Power and York International.

Finally, a supplier-level program was developed to grant a limited set of rights and benefits. Suppliers gave less than \$20 million to a minimum of \$3.5 million and were restricted in the types of trademarks and logos they could use, as well as in the frequency of advertising and in the amount of dollars that could be spent in Olympic-themed advertising. The following companies were recognized as suppliers: AchieveGlobal, Agrekko, Bombardier, Campbell Soup Company, Cardinal Health, Certified Angus Beef, Compass Group, Diamond of California, Drake Beam Morin, Fetzer/Korbel, Garrett Metal Detectors, General Mills, Harris Interactive, Herman Miller/HBDG, IKANO, The Kellogg Company, Kimberly-Clarke, KSL Television and Radio, Marriott International, Modern Display, O.C. Tanner, Pfizer, PowerBar, Questar, Schenker International, Sealy, Sears, Roebuck & Co., Smith's Dairy, Sun Microsystems, Tickets.com and Union Pacific.



In the most successful program of its kind in Olympic history, Marketing provided sponsors with widespread exposure before, during and after the Games. Far left: A Visa ad greets visitors at Salt Lake City International Airport. Center: Chevrolet and Coca-Cola helped present the Torch Relay. Near left: Samsung created an interactive display at Olympic Medals Plaza.

SPONSOR RIGHTS AND BENEFITS •

Because of their investment, companies acquired a comprehensive set of rights and benefits as part of their association with the Olympic Movement. Defined sponsorship rights provided sponsors access to Olympic marks, designations, symbols and imagery for use in conjunction with business activities. Depending on the type of sponsorship, the marks could include the Olympic Rings, the Salt Lake 2002 logo and the Salt Lake 2002 Games mascots. Certain phrases trademarked by SLOC, such as *Salt Lake 2002*, were also available to sponsors.

ACCOUNT-MANAGER PROGRAM •

Approved designations varied from generic designations (official worldwide sponsor of the 2002 Olympic Winter Games, official sponsor of the U.S. Olympic team) to more company- or product-specific designations (official timer of the Olympic Winter Games, official outfitter of the U.S. Olympic team). Symbols such as the official pictograms of the 2002 Olympic Winter Games and imagery, such as the Look of the Games colors and patterns, were other rights granted uniquely to sponsors for commercial programs. Sponsors used these elements in advertising, promotions and contests, with recognition programs and on premium items.

A broad, comprehensive benefits package was also created for sponsors. The size of the sponsorship investment determined the quantity of benefits provided. Typically, a TOP or domestic Benchmark Partner would have access to 125 hotel rooms, with two Opening and Closing Ceremonies tickets per room and four event tickets per day per room, with a 1:1 ratio of tickets for high-demand and low-demand events. Sponsors were permitted to select their accommodations in the order in which they signed as a sponsor. Sponsors were also provided automobiles for executives and guests, preferred parking locations and a certain number of transferable accreditation badges that provided broad-access privileges.

Sponsors were also given the largest recognition program in Olympic history, the most far-reaching sponsor protection program ever implemented and the most comprehensive and longest-available sponsor services program ever provided, which will be discussed later in the chapter.

The most comprehensive sponsor support program ever developed was created as part of the overall sponsor marketing plan. Since sponsorships required the largest investments in history, an extremely comprehensive support program was necessary. The OPUS account manager program, through which sponsor liaisons were managed, was developed, as was a broad strategy that focused on three major support areas: sponsor services, marketing services and sponsor recognition.



Sponsors worked with SLOC's Creative Services and Look of the Games team to integrate their designs with the Salt Lake 2002 theme. Far left: Delta etchings provided an elegant touch to the airport. Center: Powder cavorts with Salt Lake 2002 staff. Near left: Coca-Cola constructed special stands at the airport to catch travelers' eyes.

SPONSOR SUPPORT •

In 1999 the account manager program was implemented in recognition of the scale and scope of activities commercial partners would be pursuing to maximize their investments, and the multitude of Olympic organizations with which they would need to interact. Account managers were assigned to all sponsors and suppliers to act as their primary contact with Olympic organizations and apprise them of various Olympic-related activities and programs in which they could participate. Account managers worked with at least five accounts, depending on the size and diversity of sponsor or supplier activities. Through interactive communication, account managers were a valuable

component of sponsors' Olympic programs, responding to sponsor requests, assimilating appropriate resources and introducing sponsors to new programs or opportunities.

S P O N S O R S E R V I C E S •

Sponsor Services was formed in 1999 to coordinate fulfillment of sponsor and supplier contracts with all SLOC functional areas. The focus of Sponsor Services was to plan, manage and communicate sponsors' operational support needs before and during the Games.

From 1999 to 2002, Sponsor Services held numerous workshops for sponsors, suppliers and licensees that focused on Games-time operational issues and methods the companies could use to enhance their visibility through their sponsorships.

Sponsor Services was responsible for marketing at the Sydney 2000 Games and established an office in Sydney to support sponsors and their activities in Australia. During the Salt Lake 2002 Games, the group also coordinated behind-the-scenes tours of various areas such as the Main Media Center (MMC) and the Olympic Village International Zone.

In 2000, the Sponsor Services Program, designed to blend the Look imagery with sponsor-specific identification in high-visibility areas, was created with SLOC's Look of the Games function. Each sponsor was included in the Look of the Games design as part of its contribution. However, if companies wanted more of a presence, a package providing street banners, venue wraps and bus wraps was offered to sponsors. Five sponsors purchased the package.

Before the Games, Sponsor Services also organized and conducted venue tours for all sponsors. Sponsors were given an extensive tour of every venue, including tours of sponsor parking and venue access locations.

Given the remote locations of many outdoor competition venues and the availability of outstanding restaurants and banquet facilities in Salt Lake City and Park City, SLOC, in consultation with its sponsors, decided not to create a traditional sponsor village. Instead, SLOC focused on creating on-site hospitality areas at the outdoor venues and the Salt Lake Ice Center. These hospitality areas were marketed to all sponsors and suppliers on a day-pass basis.

L I C E N S I N G •

The objectives of SLOC's licensing division were to create and maximize revenues, establish and sell the SLOC mark and designation (brand) through licensed products, protect the trademarks and sell licensed products internationally. The concept was based on analysis of each potential merchandise category with plans to offer nonexclusive licenses to the best companies in each category. The marketing strategy was to promote interest in winter sports and Olympic themes year-round and during the Games. This strategy was very successful, despite the challenge of maintaining multiyear interest in the United States.

The selection criteria for licensees were quality-licensed products, marketing ability, experience in their category, distribution channels and financial stability.

The original plan called for four collections of specially licensed products: authentic, kids, historic and general. The challenge in separating collections was that most prospective licensees demanded licenses for all, which ultimately were granted to shorten the selling process and achieve higher guarantees. Typically, licensees would direct their efforts toward the programs that would yield the greatest results. The total number of licensees in the program in the United States was 70.

**L I C E N S E E S U P P O R T
P R O G R A M •**

The licensee support program made the license more valuable and therefore, more salable. SLOC occupied significant exhibit space at the Super Show and the National Sporting Goods Association Show. During the early years, this helped establish that SLOC would contribute serious efforts to support product sales.

The retail support team visited major retailers and arranged vendor days. The team also focused on creating promotions: point-of-sale materials, including banners, concept shops, countertop displays and videos designed to increase sales for licensees and retailers; a public relations and ad campaign; and multiple licensee workshops.

The public relations plan contributed to the program through support of the Olympic mascots, contacts with collectors, gift ideas and unique products.

The advertising plan required licensees to pay fees into an OPUS cooperative budget, which was used to fund advertising programs to promote Olympic Winter Games brand awareness that would benefit all licensees. Funds were also spent on trade journal ads through OPUS's ad agency.

**S A L T L A K E 2 0 0 2
D O N O R P R O G R A M •**

In September 1999, SLOC announced and initiated the Salt Lake 2002 donor program. The mission of the donor program was as follows:

1. Donors will provide the resources to host the world's premier athletes at the 2002 Olympic Winter Games and Paralympic Winter Games. The events will stand as enduring symbols of peace on the world stage.

2. Salt Lake City and Utah will be defined in broad strokes by the 2002 Games. The cultures, landscapes and people will be showcased.

3. Together, we can build a lasting legacy of the 2002 Olympic Winter Games and Paralympic Winter Games through education, arts, environment, youth sports programs and sport facilities and preserve them with a permanent showcase.

Targeting individuals who wanted to contribute financially to the success of the 2002 Olympic Winter Games and Paralympic Winter Games, SLOC allocated cash and/or VIK contributions to one of the seven following areas of need:

1. SPORT PROGRAM FUND

– Support the heart of the Games

2. LEGACY FUND

– Support the future of winter sport

3. YOUTH SPORT AND EDUCATION FUND

– Encourage our youth to dream

4. ARTS AND CULTURE FUND

– Support our heritage and the 2002 Olympic Arts Festival

5. ENVIRONMENT FUND

– Protect the beauty of the land

6. PARALYMPIC FUND

– Support the courage of elite athletes

7. GENERAL OLYMPIC FUND

–Help finance sport, culture, education, environment and youth programs.

Though participants in the donor program did not receive formal marketing association rights to the 2002 Olympic Winter Games and Paralympic Winter Games, they did receive access to Games-time hospitality-related opportunities. These included access to Opening and Closing Ceremonies tickets, daily competition tickets, venue hospitality, transportation and Olympic Legacy Plaza recognition. Additionally, donors participated in many pre-Games activities and events including bobsleigh rides at Utah Olympic Park, skating at Utah Olympic Oval and tours of Salt Lake 2002 venues.

The three primary packages were Gold Donor Level (\$1 million +), Silver Donor Level (\$500,000 +) and Bronze Donor Level (\$100,000 +).

Ultimately, the Salt Lake 2002 donor program was a singular success. It generated more than \$45 million in revenues for SLOC. As important as the cash and VIK contributions were to SLOC, the donor program also represented a centralized source of focused support, commitment and enthusiasm for the Games, for Salt Lake City and for Utah. Under the direction of Honorary Chairman, Governor Michael O. Leavitt and Chairman Kern C. Gardner, the donor program enlisted the participation of 105 donors, including 20 gold donors, 13 silver donors and 69 bronze donors.

Special mention must be made of SLOC's three platinum donors, who contributed more than \$8 million each: The Church of Jesus Christ of Latter-day Saints, George S. and Dolores Doré Eccles Foundation and Intermountain Health Care.



Left: A worldwide sponsors' display at Utah Olympic Park. Center: Fans gather along the street in Loveland, Colorado, to cheer on the Olympic Torch Relay. Near left: A Samsung sign rests prominently in downtown Salt Lake City.

MARKETING SERVICES •

The marketing services department was created to provide increased services to sponsors and suppliers for the area of signature properties. Signature properties were any activities of SLOC beyond the core activities of the Games. Some of the primary signature properties activities were: Salt Lake 2002 Olympic Torch Relay, the concert series at Olympic Medals Plaza, the Short Sport Program and mascot appearances.

Marketing services responsibilities were to generate additional revenue for OPUS by selling sponsorships for these signature properties, serve as liaison between the sponsors and the SLOC functions responsible for the execution of these events and assist sponsors in activating their marketing efforts in connection with the signature properties.

SPECIAL PROJECTS •

The special projects division was established primarily to maximize any available merchandising opportunities for SLOC through the Internet. This group oversaw all aspects of SLOC's online store as well as a countdown auction and other targeted projects.

M A R K S A P P R O V A L •

Marks approval was an extremely critical operation within OPUS. This subdivision reviewed and responded to all requests from entities with contractual marketing rights to use the various Salt Lake 2002 marks. These marks included the SLOC and USOC marks, the official mascots, sports pictograms, supplier marks, historic marks and venue marks. In addition, the marks approval function handled marks approval for the USOC team mark and the Olympic Rings mark in coordination with those organizations.

It was through the marks approval function that all programs with marketing rights, wherever they originated, became visible. Typically, the marketing rights described in the various contracts were written on a conceptual level. The actual rights on an executional level were determined by marks approval to ensure the rights could coexist in the marketing plan without contractual overlaps and inconsistencies.

All submissions were reviewed for contractual compliance, third-party association, graphic compliance, appropriateness of image and consistent use of the Games message.

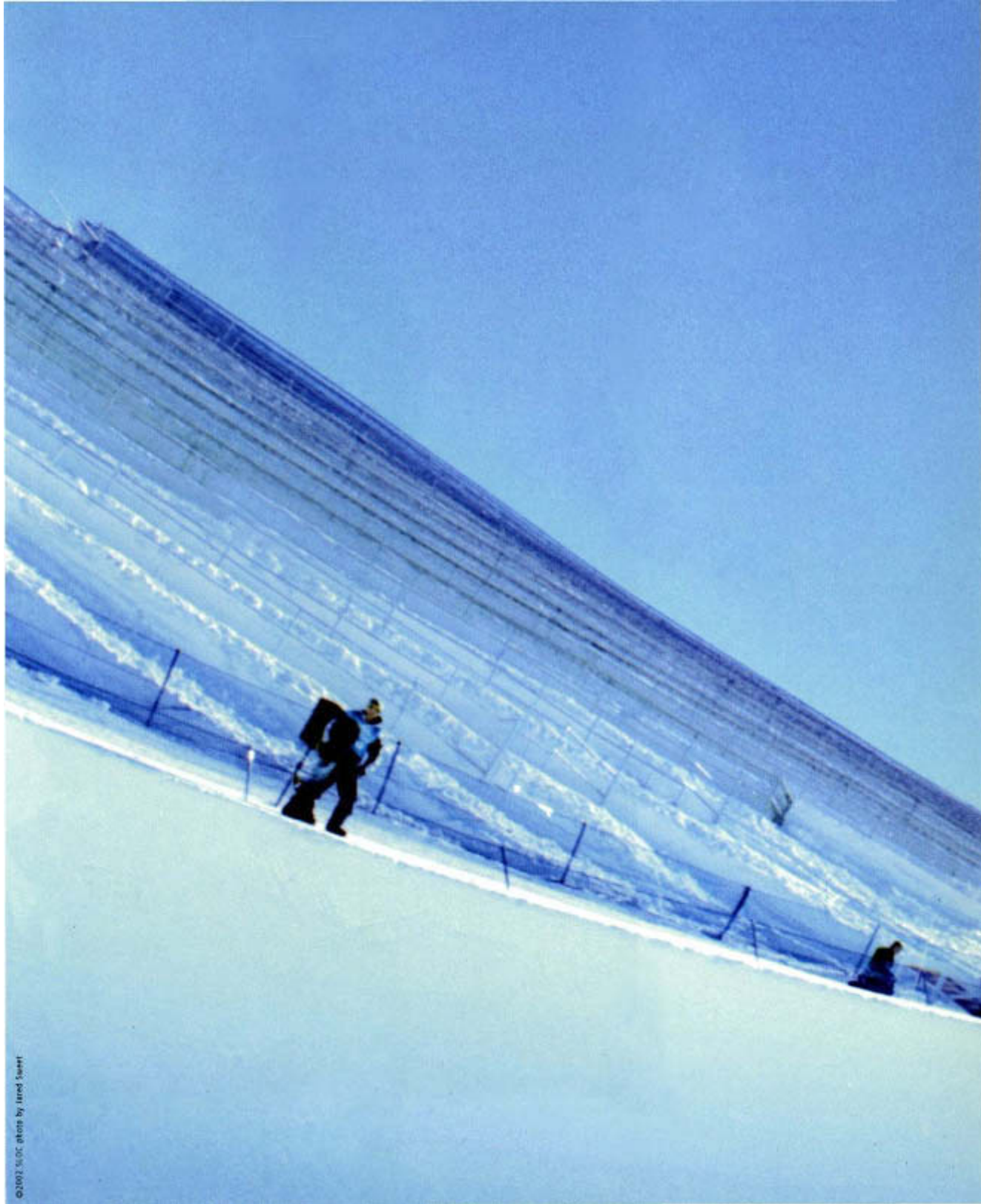


Snowboarder Heikki Sorsa, Finland

P A R K C I T Y M O U N T A I N R E S O R T

Men's Snowboarding Halfpipe

P A R K C I T Y M O U N T A I N R E S O R T



©2002 S.O.C. photo by Jared Stewart



E D U C A T I O N

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: 1997 • Ended: March 2002
-

R E P O R T E D T O

Ed Eynon, senior vice president, Human Resources and International Relations

P R O G R A M D E L I V E R A B L E S

- Established a credible Olympic Education program tied to the Utah State Core curriculum that integrated a variety of learning and teaching styles for grade levels K–12.
 - Provided an Olympic-related experience to the more than 600,000 Utah students in public, private and parochial schools. This was done through programs, curriculum, activities and public outreach.
 - Left a SLOC Education Olympic legacy through: community service (YES: Youth Engaged in Service), international friendship and understanding (One School, One Country), sport familiarity and attendance (...classroom to events..., Tickets for Kids), Olympic curriculum (REACH: an Educators Guide to the Olympic Winter Games and Paralympic Games of 2002), original music production and performance (Governor's Music and Education Program: *Light the Fire Within*), student art exhibits and pin design (Cool Winter Games Art Project, Commemorative Pin contest)
-

B U D G E T

- Total: \$551,255 • Cash: \$519,141 • VIK: \$32,114
-

S T A F F

Judy Stanfield, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 10 • December 2001: 7

G A M E S - T I M E S T A F F I N G :

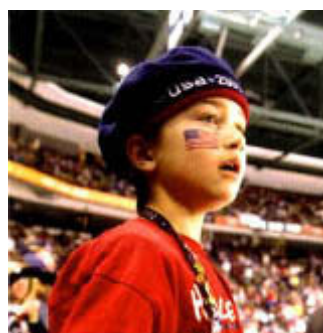
- Paid Staff: 6 • Volunteers: 14
-

K E Y C H A L L E N G E S

- Managing numerous programs with a limited budget and small staff
 - Promoting Olympic-related curriculum and programs as educationally viable and not just as "fluff" activities
 - Organizing and managing a fair and equitable program to allow the highest number of students to attend test and Games-time events
-

K E Y M I L E S T O N E S

- Creating a viable, manageable system for Games-time ticket distribution and student Games-time attendance
- Facilitating the attendance of more than 180,000 students to test events in 1999–2001, more than 60,000 students to the Olympic Winter Games and Ceremonies, and approximately 72,000 students to the Paralympic Winter Games and Ceremonies
- Writing, publishing and distributing REACH, an original Utah Olympic Winter Games and Paralympic Winter Games curriculum book. REACH is tied to the Utah State Core curriculum and is customized with local information to provide sound educational resource.
 - Organizing an effective communication and outreach program. SLOC Education distributed materials, promoted programs and provided support to the schools and the community through regular meetings with state, district and school liaisons. This system was also used by other functions when they needed to reach a school audience. SLOC Education promoted the Olympic Winter Games and Paralympic Winter Games educational programs through presentations at school and community groups prior to the Games.



E D U C A T I O N

The goal of SLOC's Education function was to provide Olympic-related experiences for more than 600,000 Utah students in kindergarten through 12th grade (K–12). Education worked with more than 25,000 teachers from 865 public, private and parochial schools to integrate the Olympic Winter Games into regular school curriculum. The programs that Education implemented in the schools supported the Utah State Core Curriculum and integrated all subject areas, emphasizing social studies, art, music, language arts and sport.

When SLOC appointed the director of Education in June 1999, Finance had recently restructured, and reduced the Games budget, trimming the budget for Education from \$1.1 million to \$600,000. This forced Education to abandon all but one of the community education programs that had been part of the original Education plan, and focus on the school programs from K–12.

The \$600,000 budget was not enough to adequately bankroll all of the proposed programs, so the function sought other funding sources such as educational grants. Three separate grant requests during three consecutive years were secured for a total of \$275,000 in additional funding for the following SLOC education programs.

ONE SCHOOL, ONE COUNTRY •

One School, One Country was the first program established after Salt Lake City secured the bid for the Salt Lake 2002 Games. The mayor of Salt Lake City at the time had observed the One School, One Country program at the Nagano 1998 Games and brought the idea to the Salt Lake Games. The Salt Lake City school district piloted the program in the 1998–99 school year, and then the program was launched statewide during the 1999–2000 school year. One School, One Country partnered Utah schools with countries participating in the Salt Lake 2002 Games, introducing students to a variety of cultures, languages, customs, music and sports from around the world. The program also encouraged students to communicate with other Utah schools who shared their adopted country as well as with the country itself. NOCs from the participating countries often visited the schools with which they were partnered. One School, One Country was the recipient of \$84,000 of education grant money.



SLOC's education program tied children, the community and the Olympic Spirit together through a variety of projects. Far left: SLOC rewarded participating schools with flags, banners and more. Center: Students expressed Olympic ideals through artwork. Near left: Interactive projects allowed Utah kids to learn about the Games and to become inspired by athletes.

2002 EDUCATION WEBSITE •

The 2002 education website (www.uen.org/2002) was created through a partnership among Education, the Salt Lake City school district and the Utah Education Network. The website provided Olympic-related curriculum, activities and programs for students in Utah, the nation and the world. The website also supported One School, One Country and described SLOC education programs which included lesson plans, Games-related news, the route of the Olympic Torch Relay and press releases. Education's K–6 curriculum, "Reach" was also found online. A modified version of the website continued after the Games, leaving an informational legacy. The website received \$135,000 in education grant money.

CURRICULUM BOOK •

SLOC Education wrote and published an original curriculum book called *REACH: A Teacher's Guide to the Olympic Winter Games and the Paralympic Winter Games of 2002*. The book was distributed to all Utah teachers from kindergarten through sixth grade and was posted online at www.uen.org/2002. *REACH* was a resource and teaching guide with information and activities relating to Olympic traditions, sports and venues and includes Utah-specific information.

RECOGNITION PROGRAMS •

Education sponsored two recognition programs: one that rewarded schools and one that rewarded teachers.

OLYMPIC / PARALYMPIC SCHOOLS

Schools that used SLOC education programs were invited to submit an application to become an Olympic/Paralympic School. The Olympic/Paralympic School program awarded \$1000 grants and Olympic/Paralympic School banners to selected Utah schools that promoted the spirit and ideals of the Games. One hundred and twenty-five schools received this award. Summaries of the curriculum and programs produced by these schools appeared on the 2002 education website.

SHARING THE OLYMPIC SPIRIT

Sharing the Olympic Spirit™ recognized teachers who planned and integrated original Games-related curriculum, programs and activities into regular school lessons and units. Out of all who applied, 200 teachers were awarded \$500 to develop original teaching ideas. Some examples of the programs produced by teachers include an Olympic-related musical program, winter sport murals, English-as-a-second-language programs, assemblies and guest speakers. The teacher-developed ideas were also published on the 2002 education website.

The SLOC Education Advisory Committee reviewed applications for both programs and selected the winners. Representatives from the Utah State Office of Education, Utah school superintendents, the Utah Education Association, the Utah Parent-Teacher Association and other educational organizations comprised the SLOC Education Advisory Committee. While the Olympic/Paralympic Schools program was funded entirely by SLOC's education budget, Sharing the Olympic Spirit received the vast majority of its funding from a \$135,500 education grant.

CLASSROOM TO EVENTS •

More than 180,000 students received sport-related curriculum and attended test events at Olympic and Paralympic venues from 1998–2001. ...classroom to events... allowed students from throughout the state to see world-class competition while allowing SLOC an opportunity to interact with students at the venues. ...classroom to events... also provided an enthusiastic audience for the athletes competing at these events.

OLYMPIC TICKETS FOR KIDS •

The Utah state legislature authorized the Olympic Tickets for Kids program, which used proceeds from the sale of Utah commemorative Olympic Winter Games license plates to purchase Games tickets for Utah children. Licensed Utah drivers could elect to buy one of these license plates for \$22. The proceeds equaled \$2.8 million which, combined with a donation from a SLOC hospitality sponsor, provided nearly 60,000 tickets for students to attend Olympic Winter Games events.

TICKET INFORMATION GUIDE •

SLOC Education wrote and distributed a *Ticket Information Guide* to all Utah school districts. This guide included a summary of SLOC Education programs; an overview of Olympic Winter Games events; instructions on how to organize district and school selection committees; a criteria to help schools select students to attend the Games and detailed instructions on the fair and equitable distribution of student tickets.

EQUITABLE TICKET DISTRIBUTION •

Every Utah public school district—as well as private and parochial schools—received a percentage of the total available tickets based on district student enrollment. Ten percent of the tickets were allocated to Families, Agencies and Communities Together (FACT), which included local interagency councils and site-based programs. The FACT coordinator participated on the District Ticket Committee, working closely with schools to select at-risk students to attend the Games. Other youth groups and agencies such as the Make-A-Wish Foundation also received tickets.

UTAH'S COOL WINTER GAMES ART PROJECT •

SLOC introduced the Cool Winter Games Art Project to elementary schools throughout Utah for the 1998–1999 school year. For the 1999–2000 school year, the project was expanded to include secondary schools throughout the state. Each school assigned a school liaison to coordinate that school's artwork judging. Thousands of students submitted Games-related artwork based on the theme of that year's contest to their school, and each school submitted the top six entries to Education for further judging. The themes for the projects were:

- 1998–1999: "Cool Courage of Olympic Athletes"
- 1999–2000: "Celebrating the Spirit of Friendship"
- 2000–2001: "Inspiration"
- 2001–2002: "Attitude with Altitude" (Paralympic Theme)

The winning works were featured in a traveling exhibit that visited 24 sites throughout Utah. The best submissions from each age category were then displayed in the Olympic Village and other venues during the Salt Lake 2002 Games.

**THE GOVERNOR'S MUSIC
AND EDUCATION PROGRAM:
LIGHT THE FIRE WITHIN •**

SLOC Education partnered with the Utah governor's office to produce The Governor's Music and Education Program: *Light the Fire Within*. This curriculum and music program, along with an NBC-produced video titled *Dream with Me*, was distributed to all schools in Utah. Programs based on original music were performed in schools, communities and during team-welcome ceremonies at the Olympic Village.

**2002 KIDS
COMMEMORATIVE PIN •**

Students from Utah school districts received instructions and curriculum on pin design. They were then invited to create artwork depicting Olympic Winter Games activities or themes. Utah schools and districts selected winning designs that were then sent to SLOC. Education, along with the official pin manufacturer, made the final pin-design selection. Winning designs were produced as limited-edition pins and sold at local stores.

**Y.E.S.
(YOUTH ENGAGED IN SERVICE) •**

Fifty-two high schools participated in this service initiative. Utah high schools were invited to attend Education-sponsored Service Learning Training that was held in several locations across the state. Y.E.S. students identified local needs and then organized and led service projects that benefited their local communities. Y.E.S. left an Olympic legacy of community improvement throughout Utah.

A HEALTHIER YOU 2002 •

Before the IOC granted Salt Lake City the bid for the 2002 Games in 1995, eight Utah health-care providers teamed up to form A Healthier You 2002. The project was assigned to Education, which worked with the health-care agencies to expand the program. A Healthier You 2002 was created to motivate Utahns to trade in unhealthy lifestyles for a life of health and wellness through information, participation and motivational incentives. One of the most successful facets of the program was the Gold Medal Mile that resulted in legacy sites. Participants walked a mile following marked signs that detailed healthy lifestyles. The walk sites were marked with plaques. More than 30 Gold Medal Mile legacy sites were established, encouraging Utahns to become more physically active by walking the mile-long course. The sites remain today and will be used for years to come.

The Gold Medal School program was created by Education, A Healthier You 2002, and the Utah Dept. of Health's Cardiovascular division. The program provided elementary schools with criteria to qualify for awards: A school was required to create an environment that promoted healthy lifestyle choices for both students and teachers. Schools often implemented nutrition and physical fitness programs for both students and faculty in order to qualify for the awards.

**COMMUNITY AND SLOC
FUNCTION INTERFACES •**

In addition to working with outside organizations such as the Utah Department of Education, Make-A-Wish Foundation and the coalition of health-care providers who initiated A Healthier You 2002 program, Education had key interfaces with several SLOC functions.

Media Relations helped to raise the awareness of the myriad Education projects to the press and community and included students' presence during several press conferences. Creative Services aided with the design and editing of contest entry forms, brochures and award certificates. Education also partnered with Environment to create programs geared toward the children of Utah and with Arts and Culture to present activities for youth during the Olympic Arts Festival.

Marketing helped produce and promote Olympic Winter Games pins and other promotional material that was offered to local and national school systems.

Sport worked with Education on the ...classroom to events... program as students attended test events. Finally, Education staff members attended venue meetings and were considered members of each venue team.

GAMES-TIME OPERATIONS •

During the Games, Education's staff and volunteers maintained their regular office duties and attended events at the venues. Office responsibilities included providing educational material, answering questions regarding school venue visits, readjusting schedules and handling mail and phone requests. Venue responsibilities included meeting school buses upon their arrival, aiding Event Services as it managed students, providing support when needed and assuring safe student egress. Education was an active part of each venue team, coordinating efforts and communicating with Venue Event Services prior to and during the Games.



Education asked kids to help design commemorative pins, the example at far left incorporated snow, unity and the distinctive SLOC emblem. Middle: Known as the beehive state, Utah is home to industrious workers and skiers, depicted in this pin design. Near left: Kids celebrate women's giant slalom at Park City Mountain Resort on 22 February.

Lasse Kjus, Norway, Super-G

S N O W B A S I N S K I A R E A



©2002 SLO/SHEW CURTIS



HUMAN RESOURCES

FUNCTION AT A GLANCE

DATES

- Formed: September 1998 • Ended: April 2002
-

REPORTED TO

Ed Eynon, senior vice president, Human Resources and International Relations

PROGRAM DELIVERABLES

- Developed the overall staffing plan for the Games
 - Recruited qualified staff to fill approved positions
 - Managed the consolidated labor and benefits budget
-

BUDGET

- Total: \$226 million (Training, Team 2002 Retention, Staffing, HR)
 - Cash: \$221.6 million (Training, Team 2002 Retention, Staffing, HR)
 - VIK: \$3.7 million (Training, Team 2002 Retention, Staffing, HR)
-

STAFF

Ron Mortenson, director, Human Resources and International Entry; Darren Hughes, director, Planning and Operations; Jenny Wilson, director, Retention; Steve Clark, director, Staffing; Carol Harris, director, Training

PRE-GAMES STAFFING:

- One year out (February 2001): 47 (plus 15 for training) • December 2001: 65

GAMES-TIME STAFFING:

- Paid Staff: 110 (total includes 60 paid temporary workers)
 - Volunteers: 435
-

KEY CHALLENGES

- Increase headcount demand several months prior to Games • Getting companies and universities to make available their constituents to volunteer for the Games • Ensuring broad participation of diverse communities • Raising temporary workforce without the assistance of a temporary employment agency • Rejecting surplus volunteer candidates
-

KEY MILESTONES

- November 1998: Pre-Games volunteer recruitment campaign launch • March 2000: Games volunteer recruitment campaign launch
- March 2000: First Games Head-Count Report • June 2001: Dot Plan/Final Resource Review (A dot plan is a planning session where functions place dots on a venue CAD indicating where each staff member will be located.)
- July 2000: Volunteer interview launch • March 2001: Temporary employee recruitment launch • September 2001: Offers to volunteers sent • 2001–2002: Training volunteers, including those from out-of-town, and staff members



HUMAN RESOURCES

Human Resources, formed in 1997, supported more than 28,000 staff, contractors and volunteers during the Salt Lake 2002 Olympic Winter Games. Contributing to this function's tremendous Games-time success was the consolidation of staff planning and recruitment under Staffing, using a variety of methods and tools to recruit individuals and providing a strong training and retention program. The function comprised five elements: Human Resources and International Entry, HR Planning and Operations, Retention, Staffing and Training. These five departments oversaw the entire life cycle of SLOC's employment services from recruitment, compensation and benefits to training, evaluation and outplacement. To streamline training and Games-time operations, HR combined volunteers and paid staff into one entity: Team 2002.

439

INTERNATIONAL ENTRY •

During the Games, the Director of HR and International Entry served on the Entry Response Team (ERT) at the Salt Lake City International Airport while continuing his role as director of Human Resources. ERT played a critical role in ensuring that all Olympic Family and Paralympic Family members were able to enter the United States quickly and efficiently. The vast majority of cases were handled in 15 minutes or less. Potentially sensitive issues were resolved before reaching the public arena and ensured that all participants cleared immigration smoothly.

ERT was open 18 hours a day, beginning 8 January 2002. As Olympic Family travel increased, the ERT operated 24 hours a day from several days before the Village opened through the Opening Ceremony on 8 February. ERT then went to a 16-hour day through the first week of the Paralympics, which began 7 March 2002. On 7 March, office hours changed to 08:00–17:00. Whenever the ERT offices were closed, a duty officer was on call to ensure that all issues were handled in a timely manner.

ERT staffing was adequate—three INS staff members, two Department of State staff members in Washington, D.C. and five SLOC staff members (three paid staff members and two volunteers). With the exception of one volunteer, team members had worked together for more than two years, so major training was not required. In addition to SLOC's regular volunteer training, the volunteer who had not been a long-time member of the team received on-the-job training. A key element in

the smooth functioning of the ERT was a long-term working relationship of all participants that was based on mutual respect and trust.

ERT consisted of representatives of the United States Immigration and Naturalization Service (INS), the U.S. Department of State and SLOC. Preparation of the ERT venue (the airport) was a joint federal government–SLOC effort. INS provided computer systems for INS staff, as well as telephones, office space, furnishings and supplies. SLOC provided its own computer systems and a multifunctional fax/copier/printer.

The entry process at Games-time was highly successful for Olympic Family members and nonmembers. Excellent planning and implementation of the Accreditation function, the Department of State and INS minimized the number of Olympic Family cases referred to the ERT in spite of much tighter controls following 11 September. Also, the planning in 2000 that established visa categories for all non-Olympic Family members resulted in only a handful of calls from ports-of-entry, which were quickly resolved.

When the ERT received a call, the SLOC team member reviewed the Accreditation and visa status of the individual and provided the information to his or her ERT INS counterpart. The INS ERT member then conferred with the INS inspector at the port-of-entry and, as required, with the U.S. Department of State and the SLOC ERT representative, SLOC Accreditation, etc. Working together, they resolved the issue.

**PLANNING AND
OPERATIONS •**

Planning and Operations was responsible during the Games for staff check-in, staff break and meal management, staff relations, staff training, scheduling support, uniform distribution, headquarters operations (i.e., payroll, benefits, outprocessing), incident reporting and staff communications.

HR Planning and Operations maintained two significant roles during the Games. First, the function managed the Team 2002 Processing Center, which involved distribution of uniforms, credentials and retention items to the 26,000 members of Team 2002. Second, the function continued to manage the operational components of the function, including tracking SLOC's attrition and no-shows, scheduling support, meal program administration and overseeing HR operations at the venues.

STAFFING •

HR Staffing was responsible for developing the overall staffing and training plan for the Games, recruiting qualified staff members and managing the consolidated labor and benefits budget. Its mission was to assess, integrate, standardize and streamline staffing requirements.

STAFF PLANNING •

By the end of 1998, Staffing had surveyed SLOC functions to identify what positions were needed for the pre-Games and Games-time periods. The data from this survey was used to build the Position Management Reporting System database, which was designed to manage the labor and benefits budget as well as recruitment. SLOC functions created job descriptions for each position outlined in the survey and refined staffing projections and positions needed to stage test events from January through March 1999.

By the end of 1999, Staffing began a series of intense reviews to refine SLOC's Games-time head-count projection and standardize Games-time titles and the organizational structure at the venues. Title standardization significantly reduced the more than 1000 titles that had been created. It also revealed overlaps in planning, in which more than one function had planned to assign staff members to the same duties.

From this, Staffing produced the official Head-Count Report for functions such as Food Services, Transportation, Human Resources, Planning and Operations and Team 2002 Retention. Functions used this report to plan for meals, transportation, uniforms and retention items for staff and volunteers before and during the Games. Staffing also created venue-based function organizational charts to reinforce the standard organizational structure that had been established.

RECRUITMENT •

Staffing created an in-house team of recruiters (staffing specialists) to partner with each functional area to recruit paid staff members (regular employees, loaned employees, consultants and temporary employees), volunteers and interns. Large functions such as Event Services, Transportation, Logistics, Sport and Information Technology were assigned a dedicated Staffing Specialist. Smaller functions shared a Staffing Specialist.

Staffing Specialists worked within two central recruitment groups, Volunteer Staffing and Games-Time Employment, to fill volunteer or temporary employee positions.



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Innovative recruiting campaigns by Human Resources helped attract a world-class collection of volunteers who gave the Games a friendly face. Far left: A volunteer welcomes guests to Salt Lake Olympic Square. Center: President and CEO Mitt Romney thanks Team 2002 at OMP. Near left: Paralympian skier Chris Waddell, shown with Romney, helped model the Marker uniforms.

PAID STAFF MEMBERS

Staffing Specialists used the Position Management Reporting System to fill each approved position and a variety of methods and tools to recruit individuals:

RECRUITMENT AGENCIES: In fall 1998, SLOC contracted recruitment agencies for assistance in filling its senior-level positions. By mid-1999, SLOC's internal recruitment team was well enough established that it no longer had to rely on recruitment agencies.

MONSTER.COM: As a sponsor, Monster.com powered SLOC's recruitment site on the web. Almost all paid positions were posted on SLOC's website.

PRINT ADVERTISEMENTS: Staffing Specialists used local newspapers and industry-specific publications to advertise some positions.

NETWORKING: For most positions, the Staffing Specialists networked with contacts in outside organizations to identify qualified candidates.

Résumés submitted via fax, e-mail or Monster.com were entered into SLOC's résumé-tracking system and distributed to staffing specialists. They designed the interview process with the function manager and coordinated the interviews. The Staffing Specialist identified which candidates met the position requirements and performed an initial interview by phone. From this process, function managers determined who should be interviewed. Once a candidate was selected, the staffing specialist checked references and extended the offer verbally and in writing.



Far left: To thank them for their hard work and great attitudes, SLOC threw 20,000 volunteers a special party at Olympic Medals Plaza on 25 February. Center: A volunteer answers questions at the E Center. Near left: Exhausted but exhilarated volunteers walk toward Olympic Medals Plaza for the Team 2002 Appreciation Concert.

VOLUNTEERS •

As a function of staffing, a SLOC employee managed the growing number of relocations for regular, full-time employees. SLOC relocated more than 400 team members from 1997 to 2001. Staffing used its pre-Games volunteer database to support the winter 1999–2000 and winter 2000–01 test-event seasons. The database was also a source for temporary volunteer labor.

Games volunteers had to be available to work up to 17 days for eight to 10 hours per day (including weekends), were at least 18 years old by 6 February 2002, lived close to the venues and had the requisite skills and experience.

Colleges and employees of successful organizations were targeted because they were able to make large numbers of individuals available to volunteer. SLOC met with more than 300 organizations in one-on-one meetings or in small group settings. In addition, more than 30,000 organizations received a promotional video and materials. Staffing developed the Corporate Volunteer Program in which colleges and corporations could receive incentives based on the number of people who signed up from their organizations.

Four major universities adjusted their academic schedules to allow their students and faculty to volunteer, and more than 50 percent of SLOC's volunteers came from the 50 organizations that participated in the Corporate Volunteer Program.

Staffing targeted minority groups in the community, asked for referrals from SLOC staff members and community leaders, and reviewed applications from previous Olympic Games and other major events. SLOC also used hundreds of unpaid college interns, saving thousands of dollars in labor. SLOC partnered with the University of Utah, which acted as the central clearinghouse for all interns. Job announcements were placed with the 11 colleges and universities in Utah and posted on Monster.com, an official Olympic sponsor.

SLOC had more volunteers who had completed training than positions to fill, and so created approximately 2500 part-time volunteer positions for its Prep Team. These people assembled and distributed audience kits, removed snow and maintained spectator areas. All were on call to respond to emergencies. Volunteers in these part-time positions did not receive all of the benefits of Team 2002.

TRAINING •

The successful performance of Team 2002 was based on the strong training of volunteers, with a focus on excellent customer service, professionalism and a positive attitude. Training prepared all volunteers and staff for the Salt Lake 2002 Games.

The training department developed three successive levels of training: service training, job-specific training and venue-based training. Volunteers who held a supervisory position underwent additional sessions in event leadership. From February 2001 through January 2002, SLOC conducted 100 training classes per week at 11 different locations in 33 classrooms. More than 26,000 Team 2002 members completed the training curriculum.

SERVICE TRAINING

In December 2000, CHARGE—an acronym for Committed, Helpful, Adaptable, Respectful, Gracious and Enjoy—was announced as the official Team 2002 training slogan and became the foundation of SLOC's training program. Each trait addressed a key service issue that SLOC targeted for Olympic operations. Training reinforced the six CHARGE characteristics at volunteer training sessions continually, a key step that bolstered the level of customer service during the Games.

From late 1998 through April 2000, Training developed the Team 2002 curriculum with the support of external resources. Consultants from Calgary, Lillehammer and Atlanta contributed input from previous Games training programs. SLOC held additional meetings with community members, staff members and representatives from Achieve Global, SLOC's training sponsor.

Training faced challenges with curriculum design. The program needed to cater to a wide audience among the members of Team 2002. Gender, cultural and ethnic considerations added to the challenge. Between September 2000 and February 2001, Training tested pilot programs and test versions of the curriculum with focus groups and members of the SLOC staff. By early March 2001, the final version was tested, approved and delivered for print production.

Prior to the kickoff for the service-training sessions in April 2001, SLOC hired 30 trainers to lead the Team 2002 classes. It was imperative that all coaches presented a consistent message to the volunteers, and trainers conducted the sessions based on detailed scripts. For quality control, coaches randomly monitored the sessions to ensure that the trainers remained focused on the scripted curriculum. All trainers attended a five-day seminar starting in November 2000. A follow-up session for the second round of hires occurred in early February 2001.

In February and April 2001, SLOC hosted the first round of service training at the Team 2002 Kickoff with a pep-rally atmosphere designed to generate excitement. More than 35,000 volunteers received invitations to attend the sessions, with 26,000 finishing the program by November 2001.

Session One focused on background Olympic information, sport histories, an overview of SLOC and an introduction to the CHARGE principles. It was at the first training session on February 21 that playbooks were distributed. The playbooks were a retention tool, with workers earning gifts for shifts worked. The playbooks were stamped at training sessions and at the start of each work shift during the Games and Paralympics.

Session Two delved deeper into the CHARGE principles. Team 2002 members received detailed instruction on venues, transportation, accreditation, sports, pictograms and signage. Training's conflict resolutions tool, WARMTH (Willing to help, Acknowledge and assure, Restate and clarify, Meet the need and Thank you) was presented.

Trainers coached the volunteers through role-playing exercises that simulated interactions with spectators and guests during the Games. Volunteers finished Session Two with a working knowledge of the Games and strong customer service skills.

Session Three finalized service training. Topic areas included work expectations, sponsor support, communication with the media and codes of conduct. Volunteers learned how to wear the uniform properly and maintain a professional appearance. The session addressed cultural and disability awareness, and the trainers prepared volunteers for Games contingencies with an overview of security protocols and emergency procedures.

Videos played an integral role throughout the three sessions. The function produced seven educational and motivational videos for service training. Topics ranged from a historical overview of the Games to a documentary highlighting volunteerism at the Sydney 2000 Summer Games. "Destiny," a sports video featuring athlete interviews, helped to inspire volunteers. The training videos were a solid success for Team 2002.

Once Training began rolling out its curriculum in summer 2001, its relationship with the functions was often strained. Team 2002 integrated both staff members and volunteers into a single entity committed to staging a world-class event. Success necessitated staff participation. Many SLOC staff members thought the service training was redundant, and attendance waned. Integrating the team was a challenge, and only a portion of SLOC-paid staff members attended all three service-training sessions.

HR Planning and Operations staff and volunteers attended all sessions of Service Training, a session of Venue Training and an additional two to three sessions of job-specific training, depending on the staff member's position within HR. This amount of training was enough to ensure volunteers were fully equipped to work their positions.

J O B - S P E C I F I C T R A I N I N G

With the completion of service training, job-specific training sessions ran from May to December 2001. The job-specific sessions prepared the workforce with the skills required to perform the assigned tasks during the Games. The program included function training and job training at the venue, depending on the assignment. Functional managers detailed each assignment in a Preformatted training template. The training team collated the information and delivered it to Achieve Global for final print production. Function supervisors delivered the training to their team of volunteers.

V E N U E - S P E C I F I C T R A I N I N G

During the final three months leading up to the Opening Ceremony, SLOC conducted venue-specific training. The venue training sessions were the only training component with Paralympic-specific meetings. Venue managers focused on training their volunteers to perform as effective team members at their assigned venue.

Training worked with HR managers to design and coordinate the template for venue-specific training. Course materials were produced at SLOC's internal print production facility. Venue teams

were responsible for the curriculum and the delivery logistics of the venue-training materials. Venue managers invited, tracked and managed the attendance of Team 2002 members.



Far left: SIOC allowed Team 2002 to keep their uniforms; one volunteer in Park City used hers to collect U.S. Ski Team autographs. Middle: This husband and wife team was just one of many who shared the Olympic Spirit by volunteering together. Near left: Volunteers at Soldier Hollow help a photographer.

LEADERSHIP TRAINING

For volunteers with leadership positions, Training conducted an event leadership curriculum from May to August 2001. The two-hour session addressed functional area positions and venue team-leader assignments. The event leadership courses ran from September through December 2001.

JUST-IN-TIME TRAINING

Just prior to and during the Games, Training focused mainly on managing the Just-In-Time (JIT) service training. JIT training was a consolidated 30-minute video version of the six-hour service training course. The program emphasized CHARGE, WARMTH and cultural and disability awareness. The JIT was presented to out-of-town volunteers and Games-time temporary staff.

JIT Service Training was presented at the Team Processing Center (TPC) beginning 2 January 2002 during the TPC's operational hours for uniform and accreditation distribution. A total of 4000 team members attended JIT Training. Based on function input, about 1800 service-training binders were mailed to out-of-town volunteers for their review before arriving.

A rotating shift system assured that there was always one trainer, training staff member or TPC volunteer assigned to the training room during all TPC operational hours. Written procedures were available in the room, making the process very simple.

The JIT room was previously a training and assembly room that was converted to a classroom for JIT training. The JIT Training needs were integrated into the venue plan for the TPC from the beginning.

During JIT Training, the most critical factor was ensuring that those who needed training were directed to the training room. This required verbal screening of every individual at check-in. This occurred with different levels of consistency based on the staff at the check-in desk and the volume of traffic. About 200 team members were not directed to training and therefore received neither service training nor their playbooks. Additional training and reminders for check-in staff helped resolve this problem. Also, videos were sent to some of the venues to provide the information, and playbooks were distributed through the venue Human Resources managers.

The function recommends mailing training materials whenever possible to out-of-town team members and making JIT training convenient to attend. Locating the JIT training in the same place

as accreditation/uniform distribution and making the presentations frequent was successful. The video presentation was essential since it would have been difficult to always have a live trainer, based on the number of presentations required. Another advantage of the video was that it could be sent to venues, functions and groups outside SLOC to provide basic service training efficiently.

TEMPORARY EMPLOYEES (GAMES-TIME EMPLOYMENT)

In mid-2000, Staffing created its Games-Time Employment (GTE) team to lead its recruiting and selection of the thousands of employees working six months or less who were necessary to stage the Games.

The GTE identified the positions it would help the Staffing Specialists and functions to fill. The GTE recruited candidates and facilitated the selection process for nonexempt positions in Event Services, Logistics, Transportation and WRCS. Some assistance was provided to the Olympic Village and Information Services functions, which had the majority of temporary positions that required minimal technical skills or experience and could benefit the most from a mass hiring strategy.

GTE's recruitment campaign focused on schools, community and minority groups and media, including print and radio. Applicants were directed primarily to SLOC's web-based application process. If candidates did not have access to the Internet, they could request a hard-copy application. Candidates whom SLOC could not use were forwarded to SLOC's vendors.

Applications were sorted based on availability (duration and shift), proximity to venue, preferences and skills, and an interview was scheduled. Interview scores were entered into the database and results given to functional areas for a hiring decision. Candidates received an offer after successfully passing a background check. Persons not selected were placed on a waiting list or passed on to SLOC's vendors.

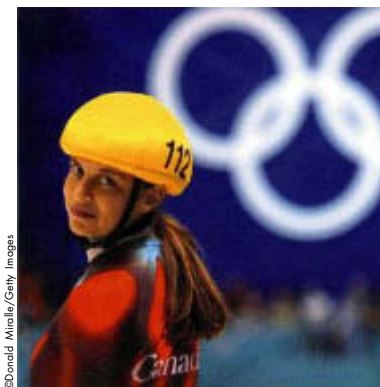
GTE also implemented a just-in-time selection process, in which candidates were screened and offered a position on the same day. GTE continued to interview candidates during the Games, creating a waiting list, so that it could respond immediately to any attrition.



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The Olympic Rings lit the Salt Lake City skyline (far left) and decorated the ski jumps at Utah Olympic Park (center). Near left: Alanna Kraus of Canada after competing in the women's 1500 meter speed skating final at the Salt Lake Ice Center.

GAMES-TIME ASSIGNMENT AND REDEPLOYMENT •

To increase retention rates of temporary workers, SLOC created a Job Completion Pay program. Temporary employees who completed their assignment became eligible to receive \$1 per hour for every hour worked if he or she completed his or her assignment. To fund the program, SLOC reduced its hourly rate for positions eligible for Job Completion Pay by \$1 per hour.

**CONSOLIDATED LABOR
AND BENEFITS BUDGET •**

Communication among team members was good. HR Planning and Operations created a daily newsletter at each venue, and provided critical information to staff and volunteers as they passed through staff check-in each morning.

While many paid staff members were hired for a specific Games-time assignment, others were not given specific assignments. Staffing initiated Games-time assignments and provided each function with a list of staff members and approved Games-time positions. Functions assigned each staff member to a Games-time role. If no role could be identified, Staffing placed the individual in a position within another function.

SLOC consolidated its labor and benefits budgets under Staffing to ensure this large budget item was well managed and to provide consistent salary and wage administration throughout the organization. This helped reinforce that Staffing needed to extend and approve all offers, which helped ensure consistency in salaries.

On several occasions, senior management asked Staffing to help close the budget gap by finding savings in labor. Staffing met with each function to review its staffing plan. These reviews proved effective, as Staffing always met or exceeded the labor-reduction targets that senior management established.

CONCLUSION •

Recommendations:

- For international entries, identify and develop a good working relationship based on mutual respect and trust with government officials who are responsible for immigration matters.
- Establish the OCOG's policy on visas for foreign nations working in any capacity for, or with, the organizing committee. The policy will be most effective if input from government officials is received prior to finalizing the policy.
- Identify categories of foreign nationals, both Olympic Family and non-Family members, who will be entering the host country.
- Reach agreement with appropriate government officials on visa requirements for each category identified.
- Delegate authority to make decisions at the lowest level possible.
- Consolidate the labor and benefits budget under Staffing, allowing one function to closely monitor this large budget item and the organization to quickly and efficiently find labor savings.
- Consolidate staff planning and all recruitment under Staffing, reducing competition for candidates, maximizing synergies and reducing confusion within the organization regarding who is responsible for what.
- Assign to functions Staffing Specialists who report to Staffing but serve the functional areas. Staffing Specialists should be responsible for supporting the staff-planning process and recruiting all of their assigned functions' staff. This provides high customer service to the functions and reduces confusion as to who in the organization is responsible to help Staffing Specialists fill which positions.
- Begin placing temporary workers into Games-time positions no earlier than three to six months before the Games. Offering Games-time positions any earlier results in wasted efforts and resources, as many will have accepted other opportunities by Games-time and will have to be replaced.
- To minimize labor costs, HR made the decision to redeploy existing HR staff into Venue HR Manager (VHRM) roles. This decision, along with SLOC's decision to move to venue teams

early (June 2001) created a significant burden on the redeployed staff members, as they continued to have functional duties leading up to the Games. Operations recommends delaying the move of VHRMs to venue teams until three to six months prior to the Games, especially if a large part of their function role is recruiting/assigning/offering paid and volunteer staff venue positions.

- Planning and Operations recommends moving job-specific training as close as possible to the start of a volunteer's shift in order to help with the retention of information.
- Spread the volunteer recruitment media budget over 18 to 24 months using a series of short media waves during periods when the target audience will be most interested in the Games (i.e., Uniform Launch). This helps prevent blowing the whole budget all at once. Use the same approach to recruit temporary employees during eight to 10 months.
- Establish call centers to respond to questions from volunteers and temporary employees and to support the selection process when the recruitment campaigns are launched. Anticipate a high volume of calls, particularly in the months just prior to the Games.
- Find qualified volunteers to conduct interviews for volunteers and temporary employees. Only recommend to functions those volunteers who meet the functions' job requirements. Direct rejected candidates to other community organizations that need volunteers. This softens the blow of being rejected by the OCOG.
- Involve the community, particularly minorities, in recruiting volunteers and staff members. This produces high-caliber candidates and prevents negative public relations.
- Support as many HR business processes with one system. Most delays and data integrity issues occur in the interfaces.
- Do not artificially reduce titles in an attempt to simplify things. Labeling disparate jobs under one heading in the database causes confusion when it is time to schedule workers. The lack of distinct job titles makes it unclear as to the type of worker who is available. For example, if gate judges, snow shovelers, etc., are all called course workers, those scheduling volunteers have no way of knowing who is a gate judge and who cleans the course of snow.
- Anticipate head count to increase significantly (20 percent to 25 percent) close to the Games as functions add staff members to ensure the success of their operations.
- Use web-based applications for massive hiring (volunteers and temporary workers). It will save the OCOG money (reduces data entry and storage requirements) and improve data integrity (eliminates data-entry errors).
- Identify targeted volunteers (referrals from staff members and community leaders) starting two years out from Games-time. In past Games, friends, family, neighbors and others recruited at the last minute by staff members displaced volunteers who had already been through the process and interviewed for their function. This left the displaced volunteer with no assignment. By working with the functions to identify staff member recruits, those recruits entered the selection process long before the Games, avoiding the displacement of the general volunteer.



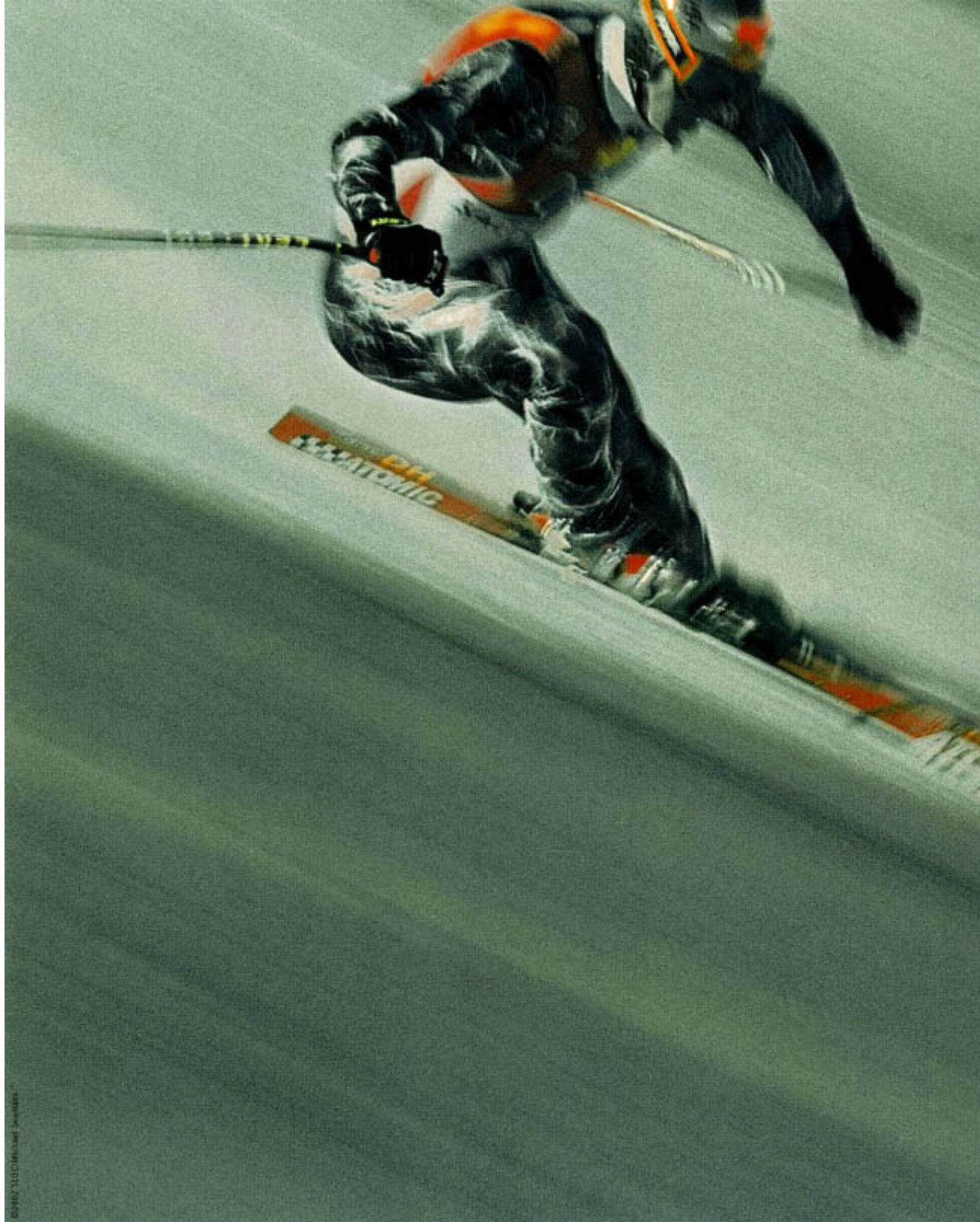
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Freestyle Aerials

D E E R V A L L E Y R E S O R T

Alpine Skiing

S N O W B A S I N S K I A R E A





I N T E R N A T I O N A L C L I E N T S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1995 • Ended: April 2002
-

R E P O R T E D T O

Ed Eynon, senior vice president, Human Resources and International Relations

P R O G R A M D E L I V E R A B L E S

- Managed SLOC's external relationships with the IOC, international dignitaries, as well as NOC and IF presidents and secretaries general at Games-time.
 - Organized the Olympic and Paralympic Family Services which consisted of the OF/PF Dedicated Assistants Program, the Observer Program, SLOC Secretariat and the Dignitary Program.
 - Provided the venue management at the Olympic and Paralympic Family Hotels. 30 SLOC functional areas were represented at the two venues.
 - Provided the meetings and events division
 - Managed the ICS Operations area, which included the management of the OF/PF hospitality areas at Olympic venues, language services on venue and protocol elements at each venue.
-

B U D G E T

- Total: \$4.66 million • Cash: \$4.2 million • VIK: \$460,000
-

S T A F F

Verena Rasmussen, director

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): 15 • December 2001: 33

G A M E S - T I M E S T A F F I N G

- 38 paid staff • 40 contractors • 28 participants • 924 Volunteers

W O R K L O A D :

Most worked 10 hour shifts, 6 days on, one day off

K E Y C H A L L E N G E S

- Developing an accreditation matrix that outlined the privileges for visiting dignitaries during the Games
 - Reconciling the OF/PF seating supply at the venues, with the customer demand.
 - Recognizing and utilizing the hotel staff, management structure and resources already in place at the OFH/PFH.
 - Matching dignitaries' accreditation requests with limited accommodations in Salt Lake City during the 2002 Olympic Winter Games.
 - Coordinating with all SLOC functions for various IOC reports, IOC meetings and the transfer or knowledge (TOK) program.
-

K E Y M I L E S T O N E S

- 1995: Hired function director
- September 1996: Hired the manager of Olympic/Paralympic Family Services
- April 1999: Hired the manager of Meetings and Events
- May 1999: Hired the manager of ICS Operations
- 1999: Renamed Protocol function—International Client Services and shifted reporting to Human Resources
- April 2000: Signed final contract for the Olympic Family Hotel
- October 2000: Collaborated with Accreditation and Federal Relations to develop privilege matrix for dignitaries visiting Salt Lake City during the 2002 Games
- March 2001: Hired the GM of the Olympic Family Hotel
- October 2001: Organized the last of seven IOC Coordination Commissions



I N T E R N A T I O N A L C L I E N T S E R V I C E S

SLOC formed the Protocol function in 1995. In 1999, SLOC renamed the function as International Client Services (ICS), to reflect its increased responsibilities within the organization. The director of International Client Services had been an employee with SLOC since 1995.

ICS was the main liaison function with the IOC, coordinating many of the IOC programs cross-functionally within SLOC and directly with CEO. The function provided IOC members with myriad services that ensured they experienced the best possible visit in Salt Lake City. These efforts were one of SLOC's most successful initiatives during the 2002 Games. In 1998, SLOC's senior management felt it was important that the function have a direct link to the CEO and moved ICS from the Games Services division to work under the senior vice-president of Human Resources and International Relations, which facilitated a direct link to the CEO.

ICS managed SLOC's relationship with the IOC, international dignitaries, as well as NOC and IF presidents and secretaries general during the Games. ICS also organized SLOC's Olympic Family assistant program, the Olympic observer program, IOC TOK program and the official pre-Games and Games-time meetings.

At the venues, ICS managed all services for the Olympic Family including hospitality in the venue lounges and management of Olympic Family seating areas. ICS provided interpretation at the official meetings, press conferences and sub-press centers at all competition venues. ICS also planned and managed the many aspects of the Olympic Family Hotel.

The function consisted of four focus areas: ICS Operations, Olympic and Paralympic Family Services, Meetings and Events and the Olympic Family Hotel. ICS assigned specific managers for these four areas beginning in June 1997. By February 2002, ICS employed 32 full-time staff members.

OLYMPIC FAMILY SERVICES •

Olympic Family Services was responsible for the observer program, Olympic Family assistants program, dignitary program and the SLOC Secretariat.

OBSERVER PROGRAM

Following the cooperative spirit of the Olympic Movement, the ICS observer program coordinated all visits by future OCOGs to Salt Lake City. During planning of the Salt Lake 2002 Olympic Winter Games, members of organizing committees from Athens, Torino and Beijing and multiple bid cities visited Utah to observe and learn from SLOC's operations. The ICS observation team organized these visits. In June 2000, SLOC hired the function's observation program coordinator who was tasked with coordinating SLOC's observation trip to the Sydney 2000 Games.

Throughout this period, SLOC staff attended a range of international sporting events including World Championships and World Cup competitions, as well as the Nagano 1998 Games and Sydney 2000 Games. The ICS observer program staff was responsible for coordinating the schedule and budgets for these visits.

Following the Sydney trip, ICS observer program began planning for the IOC's TOK program. Throughout summer 2001, the IOC conducted three waves of interviews with SLOC functions as part of the TOK. The IOC designed the TOK sessions to facilitate the sharing of information between organizing committees for future Games planning. Representatives from ATHOC and TOROC attended the meetings, along with moderators from the IOC.

During the Games, SLOC provided future OCOGs with a range of services. OCOG representatives were offered two observer options: the observer program and the Secondment Program. The ICS function, along with three observer assistant volunteers, worked as the point-of-contact between visiting OCOGs and SLOC.

The Secondment Program functioned as an internship experience for visiting OCOG officials. Secondment positions were temporary employment positions within SLOC, lasting between four and six weeks in duration. The sponsoring OCOG financed the housing, air and ground transport, meals and the salary of their participants in the Secondment Program. SLOC's only financial commitment to the participant included a staff uniform and meals at the venue.



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Far left: Mitt Romney, left, and Richard Tyler, right, take IOC President Jacques Rogge on a tour of the Olympic Village in August 2001. Middle: ICS helped plan and organize events such as this media briefing on the IOC Coordination Commission. Near left: Rogge and Romney pose for a photo.

In addition to day passes and two-part accreditation passes, ICS provided organized venue tours to the future OCOGs. During the Games, visiting OCOGs received three official tours of the Main Media Center, the Olympic Village and a specified competition site.

DIGNITARY PROGRAM

The ICS dignitary program rendered a high level of client service to the international and domestic government delegations that visited Salt Lake City, both during the pre-Games planning phase and the Salt Lake 2002 Olympic and Paralympic Winter Games. The function was the point of contact between SLOC's functions and the visiting dignitaries. ICS coordinated the meetings between visiting dignitary advance groups and SLOC functions such as Accreditation, Accommodations and Ticketing. ICS managed each visit through coordination with NOCs, consular and diplomatic channels.

The three constituent groups within the dignitary program included: heads of state, heads of government, sovereigns and ambassadors; ministers responsible for sport; and federal, state and local officials.

OLYMPIC FAMILY DEDICATED ASSISTANTS

To efficiently manage the transportation of the Olympic Family Members in the T1 and T2 transport categories, ICS designed the Olympic Family Assistant (OFA) as a key component of the function's operations plan. Between July 2000 and March 2001, the ICS team interviewed and selected 600 volunteers for dignitary assistant assignments.

DA volunteers handled both the transportation of each respective dignitary and OF member, and provided customer service to each assigned official. SLOC trained these volunteers to provide Games information covering such issues as event schedules and entertainment opportunities in Salt Lake City. These volunteers represented the front line of SLOC's services to the visiting delegations. In previous Games, OF members in the T1 transport category received two assigned volunteers, both a driver and an assistant. To better utilize the volunteers and as a result of observations in Sydney, SLOC combined the two positions into a single driver and assistant assignment.

Given the function's high-profile constituent group, SLOC selected OFA candidates based on their confidence, foreign-language skills and abilities to operate calmly and efficiently in a demanding international environment. OFA worked 12-hour rotations according to their assigned delegations' needs. Assistants received two rest days for each five-day work period during the Games.

The function initially used a Protocol Database, created by SEMA, which allowed the DP to track accreditation status, arrival and departure, and event information for all accredited Dignitaries. In 2001, this application was abandoned for a more simple Excel spreadsheet approach.

During the Games, the SLOC Secretariat served as the central point of communication between SLOC and the IOC. Additionally, the team managed and controlled the access into the OFH through guest-pass distribution, operated an Olympic Information Desk in the lobby of the hotel, sent volunteers to work within the IOC administration offices and facilitated special requests from the IOC.

ICS OPERATIONS •

ICS Operations consisted of Language Services, management of Olympic Family hospitality areas on venue and venue protocol.

LANGUAGE SERVICES

Language Services operated SLOC's interpretation programs, both in the planning phase and during the 2002 Olympic Winter Games. Creative Services maintained the translation of written documents. This was a change from previous Games where interpretation and translation reported to the same manager. Separation of the two projects at the Salt Lake Games worked well.

In early 1999, SLOC hired its manager for language services and venue protocol. By November 1999, SLOC had augmented the program by hiring the chief interpreter. The Chief Interpreter brought to SLOC his extensive experience in interpretation from his director-level positions in language services during previous Games in Los Angeles, Calgary and Atlanta.

Under the scope of Language Services, SLOC provided three levels of interpretation: simultaneous interpretation, consecutive interpretation and conversation facilitation.

The function provided simultaneous interpretation in five languages: English, French, Spanish, German and Russian. Professional simultaneous interpretation was available at the Main Media Center for interviews and press conferences, the Olympic Family Hotel and the Olympic Village. The professional interpreter team also provided real-time consecutive interpretation in five official languages at the press subcenters at each competition venue.

Conversation facilitation was offered through highly qualified volunteers. In June 2000, ICS conducted more than 500 interviews and language evaluations with prospective volunteers. Candidates answered interpretation questions using a digital microphone. The data was analyzed and scored by the computer. Based on the results of successive language tests, SLOC selected 260 volunteer interpreters in March 2001.

Many of the volunteers selected were native speakers of a particular language other than English. Selected volunteers offered communication facilitation at all competition venues, the Main Media Center and the Olympic Village. Language Specialists were on staff to interpret and guide international visitors who experienced language difficulties at the venues.

During the Games, there were many concerns from the Japanese press based at the Main Media Center that Japanese was not one of the working languages provided daily. The function explained to them that the working languages at the 2002 Games were determined by the IOC.

V E N U E P R O T O C O L

At each venue, ICS managed the hospitality areas for Olympic Family members, including lounges and Olympic Family seating areas. Each competition venue contained an Olympic Family Lounge, which was accessed by all accredited officials with zone 6 access on their accreditation badge. The food services function, in cooperation with the SLOC's food and beverage suppliers, provided all catering services in these lounges. ICS worked with Food Services in designing a menu that would be both desirable and fiscally responsible.

The Olympic Family seating areas were divided into two categories: official stand and stand of honor. At the Opening and Closing Ceremonies, a presidential box was also available. ICS conducted a thorough review of the Olympic Family seating demand by looking at the customer groups that could access the various stands by virtue of their accreditation category. The demand for seats was compared with the available seats in each OF seating area, which number was determined by the IOC. Many decisions on requests for access and staffing assignments at various prime-event venues were made based on this review.

ICS Venue Managers were assigned to each competition venue, the Main Media Center, Olympic Village, Rice-Eccles Olympic Stadium and Olympic Medals Plaza. The ICS Venue Manager was responsible for the management of a team of volunteers that managed the hospitality facilities.

The Venue Protocol team was also responsible for the quality control of the international flags displayed at the Games. The flags were divided into two categories: display flags and working flags. Flags that remained on display in an Olympic venue were checked prior to the start of Games to

ensure the proper protocol order and display. Working flags were those used for medal ceremonies and Team Welcome Ceremonies at the Olympic Village. A team of qualified volunteers assisted the ICS Protocol Manager in quality control at these events to ensure that the proper flags were displayed correctly.



Far left: Dr. Rogge inspects Utah Olympic Park with its director, Craig Lehto. Center (from left): Jean-Claude Killy, Marc Holder, Jacques Rogge, Mitt Romney and François Carrard answer questions at SLOC headquarters. Near left: Flags from every delegation flew at the Olympic Village in February 2002, honoring the international athletes of the 2002 Games.

THE OLYMPIC FAMILY HOTEL •

ICS managed the operation and scope of service at the Olympic Family Hotel (OFH). The Little America Hotel was designated as the Olympic Family Hotel. The OFH operated as an official non-competition venue. In April 2000, SLOC signed the final contract with Little America to house the Olympic Family members during the 2002 Games.

In addition to the activities at Little America Hotel, the operational responsibility of the Olympic Family Hotel extended to three additional locations; the WestCoast Hotel, which housed the IOC Medical Commission and SLOC Medical Services; the Hilton Hotel, where World Anti-Doping Agency (WADA) was headquartered; and the Gateway West Building, which serviced the Court of Arbitration for Sport.

Following the Sydney 2000 Olympics, SLOC hired its General Manager for the Olympic Family Hotel program, who brought to SLOC his diverse career experience in the international hospitality industry. During the 2000 Games, he directed the Olympic Family Hotel for the Sydney organizing committee. ICS's Meetings and Events Manager became deputy GM of the OFH.

By early 2001, ICS established a baseline of amenities and options that the organizing committee would supply at the hotel during the Games. The OFH team worked with the venue development manager in the build-out stage. In May 2001, the function met with members from the IOC to determine their technology needs at the hotel. Given the IOC's large influx of computer equipment, power supply at the hotel presented an additional challenge. During the Games, the IOC offices were equipped with computers, televisions and audio visual equipment—necessitating supplemental power generators.

As a noncompetition venue, the OFH venue team was relocated together in 2001 to better coordinate efforts in the planning phase. Functions and projects represented on the OFH venue team included: Accommodation, Accreditation, Event Services, Finance, Fire Commander, Human Resources, Information Services, Language Services, Logistics, Media Relations, Medical Services, Meetings and Events, Olympic/Paralympic Family Services, Site Management, Telecommunications, Ticketing, Transportation and UOPSC (venue commander).

Throughout fall 2001, the function conducted the final preparation of the hotel, which included meetings with the Little America's senior management staff and a service audit that highlighted potential gaps in the program.

More than two thousand members of the Olympic Family stayed at the OFH during the 2002 Games. The hotel became the executive center for Games operations, with the SLOC president and CEO operating from an office at the hotel and the IOC conducting more than 60 meetings. These meetings and events included the 113th IOC Session, IOC Executive Board, the IOC Medical Commission and the daily IOC/SLOC Coordination Meetings. The hotel operated a 24-hour medical clinic as well as a 24-hour Olympic Family information hot line.

During the 2002 Games, more than 200 volunteers staffed the Olympic Family Hotel. In addition, the Olympic Family Motorpool operated adjacent to the venue with more than 900 vehicles stationed on site. The proximity of T1, T2 and T3 transportation resources facilitated easy vehicle access for Olympic Family Members.

As an official Olympic venue and with the approval of the Hotel's senior management team, the Olympic Family Hotel was decorated through the Look of the Games department. The simple and elegant look elements were designed to complement the existing Hotel decor.

Security concerns added to the operations challenge at the venue. Given the high-profile guest list, the Olympic Family Hotel operated as a sanitized venue during the Games, with more than 150 event services and law enforcement staff on-site at all times. On 6 February 2002, the entire venue underwent a security sweep and was locked down for the duration of the Games. The events of 11 September further reinforced the need to maintain stringent security measures surrounding the hotel during the 2002 Olympic Winter Games. During the Games, IOC members enjoyed a high level of hospitality services in a secure and welcoming environment.



Freestyle Aerials

D E E R V A L L E Y R E S O R T



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Luge

U T A H O L Y M P I C P A R K

N O C / N P C & A T H L E T E S E R V I C E S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: January 1997 • Ended: April 2002
-

R E P O R T E D T O

Ed Eynon, senior vice president, Human Resources and International Relations

P R O G R A M D E L I V E R A B L E S :

- Department management & administration
 - NOC/NPC Relations, communications, database and hosting
 - NOC/NPC assistants (volunteers)
 - NOC/NPC Services Center (in Olympic Village)
 - NOC and NPC Chefs de Mission seminars
 - NOC/NPC communications including Chefs de Mission Dossier and Manual, Pre-Games Training Manual, reports and newsletters
 - NOC/NPC Attaché Relations
 - NOC/NPC flags and anthems approval process
 - NOC & NPC delegation registration meetings and Team Welcome Ceremonies
 - Athlete & official gift project
 - Soldier Hollow Alternate Housing (SHAH) including SHAH Services Center
 - Samsung Athlete Family Homestay Program
 - Support to other SLOC functions with deliverables to NOCs/NPCs including all NOC/NPC accommodations, NOC/NPC transportation services, NOC/NPC Rate Card allocations and payments, uniform approval, etc.
-

B U D G E T :

- Total: \$2.3 million • Cash: \$2.2 million • VIK: \$85,994
-

S T A F F

Ina Grennes, director

P R E - G A M E S S T A F F I N G

One Year Out: 14

G A M E S - T I M E S T A F F I N G :

- Paid staff: 19 • Volunteers (OWG): 742 • (PWG): 273



N O C / N P C & A T H L E T E S E R V I C E S

NOC/NPC & Athlete Services (NOCS) acted as the official liaison and channel for communication between SLOC and the 77 National Olympic Committees (NOCs) and the 36 National Paralympic Committees that participated at the Salt Lake 2002 Olympic Winter Games and Paralympic Winter Games. The fact that so many athletes and officials reacted favorably to the operation of both the Olympic Winter Games and the Paralympics can be attributed in a large part to NOCS.

In January 1997, SLOC established the function as NOC Services under the Games Services division, reporting to the director of Games Services. In August 1998, NOC Services was moved to Sport, reporting to the managing director of Sport. The function transferred once again, in January 1999, to the Human Resources and International Relations division where it remained through the Games. NOCS employed a total of 17 individuals by the start of the Games.

NOCS' responsibilities were divided into six programs: Management and Administration, NOC/NPC Communications, NOC/NPC Relations, NOC/NPC Assistants Program, Samsung Athlete Family Homestay Program and Soldier Hollow Alternate Housing.

While NOCS was responsible for the above programs for the Olympic and Paralympic Winter Games, this report focuses on the Olympic Winter Games and the NOC portion of the NOCS responsibilities prior to and during the Games.

P R E - G A M E S R E S P O N S I B I L I T I E S •

M A N A G E M E N T A N D A D M I N I S T R A T I O N

Before the Games, NOCS Management and Administration ensured the development and operations of the function by focusing on the development and implementation of a strategic and operational plan, staff recruitment and management, budget development and management, planning and implementation of the NOC Chefs de Mission Seminar (organized in March 2001) and presentations and attendance at regional NOC meetings.

NOC COMMUNICATIONS

NOCS' Communications Program coordinated the collection, writing, editing, design, translation and production of publications and information distributed to NOCs.

In 1997, NOCS developed a centralized NOC communications policy to ensure that SLOC maintained a unified voice in every correspondence and communication with all NOCs. SLOC's goal with this policy was to ensure that all NOCs received timely and consistent information and thus a fair basis for their participation in the Games.

Pre-Games, the responsibilities of the Communications Program focused on the production of two key IOC-mandated publications—the NOC Chefs de Mission Dossier and the NOC Chefs de Mission Manual. The former was distributed immediately prior to the Chefs de Mission seminar. The Chefs de Mission Manual was distributed to the NOCs in December 2001. These two publications aimed to address all key operational issues important to the team leaders prior to arrival in Salt Lake City as well as during the Games.

The communications program also produced periodic reports and newsletters for the NOCs. These reports and newsletters consolidated information from multiple SLOC functions with operational planning that impacted NOC preparations.

From 2000 to 2002, the Communications Program maintained a close working relationship with the IOC-NOC Relations department to ensure that key publications were made available to NOCs through the IOC-NOC Extranet Project.



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NOC/NPC & Athlete Services enhanced the athlete experience by ensuring that all NOCs received timely and consistent information in the months before the Games. Far left: Nordic combined athletes race up a hill. Center: A parallel giant slalom snowboarder prepares for his run. Near left: Alpine skiers gather their focus for the giant slalom.

RELATIONS

The responsibility of the Relations staff was to develop and maintain a close working relationship between SLOC and each individual NOC. The Relations staff functioned as account executives to their assigned NOCs and ensured that all issues relating to an individual NOC were properly addressed. The Relations area consisted of two relations managers: the NOC relations manager for Europe and the NOC relations manager for Asia, Oceania, Africa and the Americas. The European relations manager was supported by two coordinators, and the non-European manager was supported by one coordinator.

The Relations staff worked on all issues of importance to an NOC, including accommodation, accreditation, sport entries, ticketing, food services, medical and insurance, transportation and the Olympic Village. The Relations staff was responsible for planning and organizing all NOC visits to Salt Lake City prior to the Games and for setting up meetings between individual SLOC functions and the NOC. Approximately 130 individual visits from 31 NOCs were hosted by NOCS between January 1997 and January 2002.

In November and early December 2001, the Relations staff organized pre-Delegation Registration Meetings with all NOCs to address a number of issues that needed to be settled prior to the Games and the teams' arrival in Salt Lake City.

NOC ASSISTANTS PROGRAM

As stipulated by the IOC's Olympic Village Guidelines, NOCS designed a program to identify, train and assign volunteer assistants to NOCs during the Games. The number of volunteers assigned to each NOC was determined based on the size of the delegation, ranging from four to 22 per team:

DELEGATION SIZE	NOC ASSISTANTS
ONE TO 20	FOUR
21 TO 40	SIX
41 TO 60	TEN
61 TO 80	12
81 TO 100	16
101 TO 140	18
141 TO 160	20
161 OR MORE	22

Recruitment of the NOC assistants started in March 2000. The training of the NOC assistants commenced in May 2001 and took place monthly up until the Games.

SAMSUNG ATHLETE FAMILY HOMESTAY PROGRAM

The two key objectives of the Samsung Athlete Family Homestay Program (SAFHP) were to provide free accommodations to relatives of U.S. and international athletes who competed in the Salt Lake 2002 Games and to involve the local community in the Games experience. Each athlete was able to nominate two family members for inclusion in the SAFHP program, and each NOC was responsible for coordinating the participation of their athletes.

The SAFHP recruited local host families through community groups to provide a complimentary room and breakfast for their guests for an average period of eight days during the Games. Hosts were also responsible for picking up their guests at a reception area upon their arrival at the Salt Lake City International Airport and assisting the guests to the nearest point of public transportation during days of competition.

SOLDIER HOLLOW ALTERNATE HOUSING

SLOC established the Soldier Hollow Alternate Housing (SHAH) program in 1997 following the move of the nordic events from Mountain Dell to Soldier Hollow, located in Wasatch Mountain State Park. Instead of establishing a second Village for the nordic athletes, SLOC worked with the IOC, the NOCs and the IFs to develop an alternate housing program for athletes and officials who wished to be accommodated closer to the Soldier Hollow venue.

SHAH consisted of two main elements: access to SLOC coordinated housing and a financial stipend that would cover the costs for accommodations located outside the Village. The SHAH stipend was offered only to NOCs that elected to release bed space at the Olympic Village. For each

bed that an NOC released, SLOC allocated a stipend to that NOC to cover costs incurred for accommodation outside of the Village.

More than 500 athletes and officials from 23 NOCs participated in the SHAH program. The athletes and officials were accommodated in four SLOC-sanctioned lodging facilities and in privately contracted housing in proximity to the Soldier Hollow venue. NOCS coordinated limited food service, transportation and information services to the SHAH participants.

GAMES - TIME RESPONSIBILITIES •

M A N A G E M E N T & A D M I N I S T R A T I O N

Team Welcome Ceremonies: Shortly after each delegation's arrival to the Olympic Village, a brief ceremony welcomed the teams to the Salt Lake 2002 Games. All ceremonies took place outdoors in the International Zone of the Olympic Village. During the team welcome ceremonies, each team was welcomed with its national anthem and the raising of its national flag. Children from Education's One School One Country Program welcomed the teams with a song from the Governor's music program, and gifts were presented to the teams from the Utah Quilt Guild and the Native American 2002 Foundation, who also welcomed the teams with a performance.

Opening and Closing Ceremonies: NOCS worked closely with the Ceremonies group and the Village to plan and implement the movement of teams to and from the Opening and Closing Ceremonies. NOCS volunteers (NOC assistants) assisted with the physical movement as field marshals en route to and from Rice-Eccles Olympic Stadium.

Distribution of Athlete Gifts and Information: Each athlete and official received a gift bag from SLOC upon arrival at the Olympic Village. NOCS was responsible for collecting gifts to be placed in the athlete gift bag and for disseminating the bags to all athletes and officials during the Games.

NOC Services Center: The majority of NOCS activities and responsibilities revolved around the Services Center located at the Olympic Village. The NOC Services Center provided a number of services to the NOCs including distribution of NOC mail, participation medals, tickets, Ceremonies marching passes, pins and allocation of NOC-dedicated vehicles. NOCS coordinated press conference bookings and meeting-room reservations from the NOC Services Center. The Services Center was also the site of administrative services, including office supplies, photocopying, faxing and translation of pertinent documents.

N O C C O M M U N I C A T I O N S

NOCS was responsible for the organization and management of the Chefs de Mission Meetings. The Chef de Mission meetings were organized on a regular basis throughout the Games to address key operational issues between the NOCs and SLOC.

N O C R E L A T I O N S

Prior to check-in to the Olympic Village, the NOC Relations staff was responsible for organizing a Delegation Registration Meeting with each NOC. This meeting was mandatory, and no athlete or official could check into the Village before a number of issues had been addressed, including final athlete and official participation, Village allotment and NOC finances.

NOC ASSISTANTS PROGRAM

NOC Assistants worked predominantly from their assigned NOC office, but many were mobile while executing transportation or NOC-specific duties. Each NOC determined the tasks that assistants performed during the Games. These tasks included mail distribution, ticket-request pickups, language support, administrative assistance and transportation duties. NOCS managed a total of 674 assistants during the Olympic Winter Games.

SAMSUNG ATHLETE FAMILY HOMESTAY PROGRAM

During the Games, the SAFHP operated a reception center in downtown Salt Lake City, which served as a meeting point for the hosts and guests, allowing them to register, receive information and meet and depart.

A total of 365 athletes' families from 39 countries were accommodated by local host families during the Olympic Winter Games.

SOLDIER HOLLOW ALTERNATE HOUSING

During the Games, NOCS operated a SHAH Services Center based at the Homestead Resort, one of the four SLOC-sanctioned SHAH housing facilities. The SHAH Services Center provided information on events, transportation and other issues to the SHAH participants. The SHAH Services Center was also responsible for relaying information and mail services to the other three SLOC sanctioned housing facilities. The distribution of athletes and officials between the four SLOC sanctioned properties was as follows:

HIGH COUNTRY INN:	52 ATHLETES AND OFFICIALS
HOMESTEAD RESORT:	233 ATHLETES AND OFFICIALS
JOHNSON MILL BED & BREAKFAST:	14 ATHLETES AND OFFICIALS
WING POINTE APARTMENTS:	92 ATHLETES AND OFFICIALS



Thanks to the Samsung Athlete Family Homestay Program, 365 families of athletes enjoyed watching competitors. Far left: A halfpipe athlete gets ready at Park City Mountain Resort. Center: The men's moguls finalists are presented at Deer Valley Resort. Near left: American Picabo Street prepares for her run.



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Slalom

DEER VALLEY RESORT

O F F I C E M A N A G E M E N T

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: August 1997 • Ended: August 2002
-

R E P O R T E D T O

Ed Eynon, senior vice president, Human Resources and International Relations

P R O G R A M D E L I V E R A B L E S

Supported the ongoing business operations of SLOC staff at headquarters in the areas of Reception, Office Services and Travel Services.

B U D G E T

Total: \$27.5 million • Cash: \$20.8 million • VIK: \$6.7 million

S T A F F

Andrea Fraley, director

P R E - G A M E S S T A F F I N G

- One year out (February 2001): 18 • December 2001: 27

G A M E S - T I M E S T A F F I N G

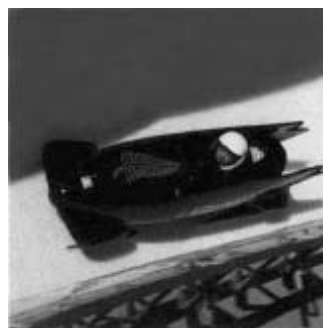
- Paid Staff: 28 • Volunteers: 6
-

K E Y C H A L L E N G E S

Maintaining sufficient office space, furniture, equipment and supplies for substantial growth within the organization

K E Y M I L E S T O N E S

- February 1997: SLOC offices established at 257 East 200 South
- November 1998: Building improvements completed / 150 staff members relocated to 275 East 200 South
- March 2000: Moved 600 staff members to 299 South Main Street location
- February 2002: SLOC Headquarters operational
- March 2002: Moved 300 remaining staff members from 299 South Main location back to 257 East 200 South and 275 East 200 South buildings



OFFICE MANAGEMENT

When SLOC's Office Management function was created with the hiring of manager of Office Management in August 1997, the function's primary concerns were leasing office space and procuring furniture and office supplies for SLOC's 40 employees.

From June 1995 through February 1997, SLOC employees worked in office space at 215 South State Street in Salt Lake City. SLOC then leased space at 257 East 200 South and in November 1998 part of the organization moved next door to 275 East 200 South. Office Management had already begun to search for an even larger office space that would accommodate the nearly 1500 people that SLOC would house at its headquarters by the time of the Games.

The criteria that Office Management used to find such space were location, cost and wiring. The building needed to be centrally located for employees, near the TRAX light-rail system and close to shopping and restaurants. The overall Office Management budget was \$30 million, of which \$8.5 million was allocated for leasing office space. Finally, the building needed to have the proper wiring setup to accommodate the influx of telecommunications systems and computers.

Office Management, together with SLOC senior management, decided on seven floors (13,006 square meters/140,000 square feet) at the American Stores building (now the Wells Fargo Building) located at 299 South Main Street in downtown Salt Lake City. Albertson's, the owner of the office building at the time, donated three months of rent to SLOC. While the 275 East 200 South building remained home to Torch Relay, Telecommunications, the call center, the DigiCentre printing area and would house the accreditation center during the Games, all other SLOC employees moved to the American Stores Building in March 2000.

As SLOC's staff size increased, so did the roles and responsibilities of Office Management until three distinct branches of the function were formed to handle the workload—Office Services, Reception and Travel Services.

OFFICE SERVICES •

Office Services handled all office mail, shipping and receiving of supplies, employee parking, audio/visual needs, fax machines, furniture and office fixtures. The majority of the Office Services tasks required interfacing both within and outside of SLOC.

All mail addressed to a SLOC employee was first sent to 299 South Main Street and then routed by mail clerks to the appropriate building or venue. A full-time runner delivered packages, letters and papers that needed to be filed in court and conducted necessary last-minute errands.



By securing and maintaining an excellent working environment, Office Management assisted in the overall organization and success of the Games. Far left: An improv group gets ready to perform at the E Center. Center: Fans watch a hockey game. Near left: Spectators cheer on the Norwegian team during cross-country races at Soldier Hollow.

Internally, Information Services and Telecommunications maintained a busy working relationship with Office Services. When new employees were hired, Office Services worked with Information Services and Telecommunications to contract electricians to hook up computers and phones and install the cabling. The materials and supplies for this work came out of the VIK from SLOC sponsor Lucent Technologies. The labor and electricity were cash expenses for Office Management.

The contract between SLOC and Herman Miller, a SLOC supplier, stipulated that Henricksen Butler, the local Herman Miller dealer, would design the floor plan and set up the cubicles and office furniture throughout SLOC Headquarters.

Office Management also made arrangements for SLOC employees to park their cars. Employees paid to park either in the garage attached to the 299 South Main Street building or at other selected area garages and lots. While SLOC paid for the parking costs for interns, contractors, visitors and company fleet vehicles, the majority of the \$1.2 million in parking costs was covered by the fees charged to employees. Office Management kept an open line of communication with Human Resources to ensure that payroll deductions were being correctly applied to the employees for parking fees.

Drink machines in the 299 South Main Street building break rooms were stocked with sponsor Coca-Cola products. Office Management ordered drinks on a weekly basis, and Coca-Cola stocked the vending machines every other day. SLOC also had a limited amount of Coca-Cola VIK to provide beverages for both on-site and off-site meetings. Most office supplies were procured through VIK, as Office Depot was a SLOC sponsor and also the main provider of products. Whenever supplies were needed in a particular function, that function's administrative assistant would fill out an order that was then reviewed by Office Management. Once the order was approved, Office Services forwarded it to Office Depot to be filled. The shipment arrived the next day, where Office Services received it at the shipping and receiving area at the 299 South Main Street building and then distributed it to the appropriate function.

Office Management filled stationery and letterhead needs through a mixture of VIK and cash expenses. Originally, Salt Lake 2002 letterhead and envelopes were procured with VIK from SLOC sponsor Hallmark. Later, a local printing company provided SLOC with the products.

Office Management ordered all business cards for SLOC employees on a cash-expense basis. Orders were made on a weekly basis, and print time was approximately two weeks.

The function also contracted with various businesses to provide services such as trash collecting, picture hanging, paper shredding and housecleaning for SLOC-owned apartments.

T R A V E L S E R V I C E S •

Travel Services consisted of four travel coordinators, one clerk and two loaned executives from SLOC sponsor Delta Airlines. This group was responsible for the development, implementation and ongoing review of SLOC's travel program. Travel Services coordinated the use of VIK, identified and negotiated preferred-provider agreements, made travel arrangements and communicated the specifics of the travel program to all travelers.

Four travel coordinators arranged and procured both inbound and outbound business-related travel services for SLOC staff and Olympic Family members visiting Salt Lake City at the request of SLOC. For example, Travel Services worked with Sport to coordinate the travel IF technical delegates whom SLOC invited to Salt Lake City for venue inspection visits. SLOC paid for coach airline tickets, accommodations and general incidentals.

When an Olympic Family member attended an official IOC meeting in Salt Lake City, however, the Family member or the appropriate outside organization covered the expenses. IOC Medical Commission members were exceptions to this rule, because SLOC was contractually bound to cover these expenses.

R E C E P T I O N •

Reception directed incoming phone calls to SLOC staff and coordinated conference-room bookings. Reception started with two full-time operators in August 1997. By Games-time, seven full-time operators worked the switchboard. After the terrorist attacks on 11 September, the security ambassadors on the 13th floor of the 299 South Main Street building moved to the ground levels of the building, and the reception area on the 13th floor was staffed with Office Management personnel. Receptionists also underwent bomb-threat training and suspicious letter or package training.

The times with the heaviest amounts of call volume occurred during and after public events like the mascot unveiling, the 500-day celebration and ticket on-sale dates, as well as after the events of 11 September.

D U R I N G T H E G A M E S •

Games-time operations for Office Management did not differ from regular operations, but the function carried out tasks on a larger scope. First, Office Management determined the exact numbers of staff members who would be working in the SLOC offices during the Games. Office Management then scheduled a resource review with each of the functional areas to find out how many people from their staff would be working in the offices, what percentage of the time they would be in the office and what they would need from computers to parking permits to food.

Office Management also assisted extensively with venuization, moving materials, supplies, furniture and computers to the venues.

After the Games, Office Management helped move the remaining members of SLOC back into the 257 South and 275 South buildings at the end of March 2002.



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Freestyle Aerials

D E E R V A L L E Y R E S O R T

LEGAL AFFAIRS

FUNCTION AT A GLANCE

DATES

- Formed: 1 April 1997
- Ended: 2 August 2002

REPORTED TO

Mitt Romney, president and chief executive officer

FUNCTION RESPONSIBILITIES

Provided legal services to all SLOC functions, either directly or through outside law firms.

BUDGET

- Total: \$20 million
- Cash: \$19.7 million
- VIK: \$275,000

STAFF

Kelly Flint, senior vice president, Government and Legal Affairs

PAID STAFF

- Five attorneys
- Two support staff

GAMES - TIME STAFF

- Five attorneys
- Two support staff

VOLUNTEERS

- Two volunteers

KEY MILESTONES

Provided timely and cost-effective legal services to all SLOC functions.



LEGAL AFFAIRS

The Legal function was successful in reaching its goal of providing efficient and cost-effective legal services across all of SLOC's functions.

Legal was formed in April 1997, when SLOC hired an attorney to serve as the organization's general counsel. A second attorney was hired in mid-1998, and the function grew to five full-time attorneys and one full-time volunteer attorney by the end of 2000. The legal work peaked in the fall of 2001. During the Games, three lawyers were assigned to other departments, and three lawyers remained in the legal department to address any issues that arose.

Lawyers provided legal services to the entire organization, either directly or by retaining outside legal firms and attorneys. In particular, they provided legal advice and counsel to SLOC's senior management and board of trustees.

Major projects included the preparation of form contracts for use by Procurement and the negotiation and documentation of numerous sponsorships, broadcast, construction, entertainment, services, lease and other agreements to support SLOC's operations. The function also provided legal advice and support with respect to SLOC's employee benefit plans and assisted with various federal, state and local tax issues.

Legal secured trademark and copyright protection of SLOC's intellectual property, including its emblem, mascots and secondary graphics. It also supported Brand Protection before and during the Games, bringing legal action against various parties that infringed upon or wrongfully used SLOC's intellectual property.

The function also defended against various legal actions that were brought against SLOC during its existence. Where appropriate, the function pursued legal action against others to enforce SLOC's contractual or other rights.

Following the Games, Legal assisted with the closeout of contracts and the winding up and dissolution of the corporation.



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Alpine Skiing

S N O W B A S I N S K I A R E A

B R A N D P R O T E C T I O N

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: June 1999 • Ended: March 2002
-

R E P O R T E D T O

Kelly Flint, senior vice president, Government and Legal Affairs

P R O G R A M D E L I V E R A B L E S

- Ensured compliance with Rule 61 of the Olympic Charter—ensuring the venues remained free of commercial signage, political messages and other forms of propaganda during the hours of competition.
 - Protected the rights of Olympic Marketing Partners (sponsors, suppliers, licensees and broadcast rights-holders) by minimizing and responding to incidents of ambush marketing.
 - Prevented the sale of counterfeit Olympic merchandise and other unauthorized products.
-

B U D G E T

- Total: \$504,569 • Cash: \$362,204 • VIK: \$178,365
-

S T A F F I N G :

- Anne Wall, director
 - Paid Staff: 6 • Volunteers: 35
-

K E Y C H A L L E N G E S

- Gaining internal support and cooperation on Brand Protection matters.
 - Event Management and Accreditation limited Brand Protection access to certain vital work areas, making it difficult to complete simple tasks quickly with minimal inconvenience to others.
 - Redeploying human resources was also a challenge, due to the day pass system, which failed to meet our needs.
-

K E Y M I L E S T O N E S

- Managed the registration of SLOC trademarks and copyrighted works, and negotiated the right to Light the Fire Within
- Developed a brand protection program by instituting policies to control the manner in which marks and copyrighted works were used.
- Educated key constituents and the public about the potential damage caused by ambush marketing.
- Conveyed uniform, equipment and marks usage guidelines to NOCs and established marks rights agreements to promote the Salt Lake 2002 Games abroad.
- With assistance from counsel, prepared enforcement strategies.
- Developed and implemented a sponsor protection plan for the Salt Lake 2002 Olympic Torch Relay, the first of its kind.
- Recruited and trained Brand Protection staff and volunteers.
- Inspected each venue, cataloged all commercial activity on fixtures, facilities and equipment and estimated the cost of compliance.



B R A N D P R O T E C T I O N

SLOC's brand protection program was effective in protecting SLOC intellectual property assets (trademarks and copyrights) and enforcing contractual obligations with respect to usage.

P R E - G A M E S R E S P O N S I B I L I T I E S •

Brand Protection's pre-Games responsibilities included managing the registration of SLOC trademarks and copyrighted works and negotiating the right to *Light the Fire Within*.

The function developed a brand-protection program by instituting policies to control the manner in which marks and copyrighted works were used and by prohibiting, through contract, unauthorized commercial exploitation of the marks by service providers, contractors, performers and entertainers. The function also negotiated forbearance agreements through Legal Services to prevent advertising on buildings visible from the venues, instituted a mystery shopper program to crack down on counterfeit merchandise and negotiated noncommercial licensing agreements containing anti-ambush provisions.

Brand Protection educated key constituents and the public about the potential damage caused by ambush marketing (communication vehicles included seminars, print advertising, targeted direct mail and e-mail, videos, public relations and promotional literature). The function also conveyed uniform, equipment and marks usage guidelines to NOCs, and established marks agreements to promote the Salt Lake 2002 Games abroad.

With assistance from counsel, the function prepared enforcement strategy, drafted cease and desist notices, demand letters, settlement agreements, standard form complaints and temporary restraining orders.

Brand Protection developed and implemented a sponsor protection plan for the Salt Lake 2002 Olympic Torch Relay. It assessed potential threats and developed strategies to combat them. The function inspected each venue and cataloged all commercial activity on fixtures, facilities and equipment, then estimated the cost to cover-up and/or remove the commercial message (labor and supplies) and potential liability associated with restoration. Brand Protection also tested various adhesive materials, ordered supplies and identified labor and storage costs.

OLYMPIC WINTER GAMES RESPONSIBILITIES •

During the Olympic Winter Games, SLOC Brand Protection, in cooperation with IOC, Meridian Management (the IOC's marketing representative) and the USOC, provided surveillance, investigation and enforcement measures to ensure compliance with Rule 61 of the Olympic Charter (protect Olympic intellectual property and the Olympic image): Venues must be free of commercial signage, political messages and other forms of propaganda during competition. The function also protected the rights of Olympic marketing partners (sponsors, suppliers, licensees and broadcast rights-holders) by minimizing and responding to incidents of ambush marketing and preventing the sale of counterfeit Olympic merchandise and other unauthorized products.



Brand Protection played an integral role in guarding the high standards and treasured ideals of the Games. Far left: The Heroes' Cauldron burns at OMP. Middle: The Olympic Superstore in Salt Lake Olympic Square sold a wide variety of official licensed products. Near left: Mayor Rocky Anderson waves the Olympic Flag one last time on 24 February.

BRAND PROTECTION INCIDENTS •

Ninety-eight percent of the brand protection cases were closed successfully. The vast majority of cases were investigated before the Games. More than one-third (36 percent) of the pre-Games cases investigated by SLOC involved infringing ads or promotions, 27 percent cybersquatting, 18 percent counterfeiting or infringing merchandise. During the Olympic Winter Games, clean venue and other issues dominated.

The U.S. Customs Service reported 70 seizures netting more than 100,000 pieces of counterfeit Olympic merchandise (3710 pieces of apparel and 104,006 pins) with an estimated value between \$800,000 and \$1 million.

BRAND PROTECTION DURING THE GAMES •

The Functional Area Command (FAC) for Brand Protection was set up within the Legal Services Department at SLOC Headquarters from the same location in which Brand Protection operated before the Games.

Brand Protection conducted surveillance and enforcement at all competition and major non-competition venues, SLOC-controlled Park and Ride lots, along main arteries and walk ways to and from the venues, and throughout key areas within each venue community, including live sites, community celebrations, the Salt Lake City International Airport and major business districts. The work area encompassed most of the theater of operations for the Salt Lake 2002 Olympic Winter Games, and resources were directed to areas where Olympic Family and spectators congregated and, therefore, where problems were more likely to occur.

**FUNCTION ORGANIZATIONAL
STRUCTURE •**

Prior to the Games, Brand Protection operated with four employees. Two more were added closer to Games-time, and the workforce was supplemented by an additional employee from Federal Relations, who worked part-time with Federal Relations volunteers and interns.

Six months before the Games, three of Brand Protection's staff were integrated into 13 venue teams. They handled a minimum of four venues each and reported to the Brand Protection function manager and to their respective venue general managers. Their responsibilities within Brand Protection shifted as they absorbed more duties at the venues.

Two volunteers were assigned to each venue and several additional volunteers rotated to provide additional coverage. They reported to the Brand Protection venue area managers. The brand protection manager and supervisor shared responsibility for working with the volunteers and resolving issues. The FAL team, venue function area managers and legal counsel met daily to address and resolve issues pertaining to clean venues, ambush marketing, counterfeiting, operations and administrative matters.

**COLLABORATING
ORGANIZATIONS •**

As the Games approached and because of the existing legislative structure, the USOC took on more responsibility for brand protection while SLOC narrowed its focus to the theater of operations. The IOC assumed responsibility for surveillance and enforcement on the international front. This division of labor was necessary in order to maximize collective resources. In addition to overall coordination of the Brand Protection program, the IOC focused on broadcast and Internet monitoring, as well as incidents involving NOCs. The IOC, along with the IFs, also assisted with monitoring athletes and officials in the field of play, and provided support on issues involving interpretation of Rule 61 of the Olympic Charter. The USOC handled a large share of national issues, especially those with the potential to diminish or dilute brand value (e.g., unauthorized use of Olympic, Olympiad and the Olympic Rings), and issues pertaining to the U.S. Olympic Team. Sponsors and licensees were constantly on the lookout for incidents of ambush marketing.

**LAW ENFORCEMENT
SUPPORT •**

Dozens of federal agents from the Federal Bureau of Investigation (FBI) and U.S. Customs Service worked with Brand Protection during the Olympic Winter Games. These agents focused on white-collar crimes associated with intellectual property rights violations involving criminal misuse of Olympic trademarks and copyrights. Federal agents provided commercial surveillance at Olympic venues, monitored ports of entry into the United States and tracked counterfeit goods marketed through cyberspace. City and county law enforcement officers were engaged when local ordinances were violated. The Utah Olympic Public Safety Command coordinated law enforcement support.

COMMUNICATIONS •

Communication channels and incident resolution protocols were clearly defined in advance and worked well. Within this framework, staff and volunteers made decisions and resolved matters quickly in most situations.

Brand Protection staff received on-the-job training. The team consisted of personnel with legal and marketing experience. The Transfer of Knowledge materials from Sydney were too late to be of any benefit, but the Sydney Observer Program was extremely helpful.

Special training on Brand Protection was required for the Olympic Torch Relay. Brand Protection trained Torch Relay operations staff, sponsors Coca-Cola and Chevrolet and their agencies. The Torch Relay provided the Brand Protection staff with practical experience in field operations, experience that was transferable to the Games.

In addition, Brand Protection conducted four two-hour classes for staff and volunteers. We produced and distributed three slide shows, a video, case scenarios, a training manual and supplementary materials, which included informational brochures and an article published in *The Trademark Reporter* ("The Game Behind the Games," November-December, Vol. 91, No.6).

**LESSONS: VENUE
PREPARATION, GAMES-TIME •**

To prepare the venues, Brand Protection conducted frequent inspections during a 2.5 year period to identify commercial activity on facilities, fixtures and equipment. The function also reviewed procurement inventory lists and inspected equipment in the main warehouse. During and after the venue load-in phase, Brand Protection reinspected each venue. Brand Protection also worked closely with Event Management, Venue Operations, Look of the Games, Ceremonies, Procurement, Materials Management and Logistics, and the entire venue team to prevent, remove and cover unauthorized commercial messages, thus ensuring compliance with Rule 61 of the Olympic Charter. Cross functional integration was critical to the programs success.

Brand Protection devised a labor plan that identified risk or exposure areas by venue and function. Twenty-seven areas of exposure were identified in connection with the Olympic Winter Games. Brand Protection specified the desired operational response for each function within the venue and cross-trained people. Functional integration of Brand Protection was a new concept and required top-down approval.

Games-time subprojects included athlete clearance, clean venues/sponsor protection, on-site sponsor rights, corporate hospitality rights, venue communities, Internet monitoring, advertising/consumer promotions and counterfeit merchandise.

**CHALLENGES AND ISSUE
RESOLUTION •**

The main challenge initially was gaining internal support and cooperation on Brand Protection matters. Brand Protection was a small function often viewed internally as not being critical to the operation of the Games. Because sponsors and licensees valued Brand Protection, the function expanded as rights-holders requested the protection of their contractual rights. Brand Protection educated other functions about the importance of retaining the support of rights-holders and thereby preserving the revenue stream from broadcasters, sponsors, suppliers and merchandise licensees. Internal acceptance of Brand Protection was crucial in order to integrate with other functions.

Brand Protection's relationship with noncommercial partners through the noncommercial licensing program strengthened the program by leveraging marketing partners' financial interest through brand identity programs and by fostering a sense of involvement among Games-affiliated entities. Brand Protection also extended the Look of the Games into the venue communities to maintain consistent images and protected marketing partners' category exclusivity and commercial opportunities while promoting community involvement in the Games. In previous Games, noncom-

mercial entities served as conduits to ambush marketing. Their involvement with the Games created opportunities for third-party commercial association, which SLOC sought to prevent.

The noncommercial licensing program's policies and guidelines sought to protect Olympic marketing partners' rights by prohibiting third-party commercial association, ambush marketing and the assignment of interests or acquired interest in designated marks. These initiatives were important because they protected SLOC's intellectual property and helped maintain brand equity while preventing misuse and infringement.



Brand Protection guarded the reputation of the Olympic Winter Games and its partners, sponsors and licensees through partnerships with licensing and other functions. Far left: A customer inspects official clothing. Middle: The Superstore was located near Olympic Medals Plaza. Near left: Large banners and photographs helped fans locate venue entrances.

CONCLUSION •

Prevention, education and early intervention were critical to the program's success. Word spread quickly that the IOC, SLOC and the USOC aggressively protected intellectual property rights against misuse and infringement. Deterrent measures were successful. Public awareness increased with the education campaign and each publicized case.

A coordinated approach between all Olympic bodies positively impacted the program and significantly expanded our resources. Cooperation, pooled resources, joint enforcement and the direct working relationship with NOCs were vital to success. Early involvement with Olympic and Paralympic governing bodies worldwide resulted in a strong global enforcement program.

Granting marks usage rights to noncommercial entities in exchange for cooperation on enforcement and prevention of ambush marketing generated goodwill and served as a deterrent against ambush marketers. Negotiating noncommercial licensing agreements with venues, venue communities, government agencies, educational institutions, nonprofit organizations and sports governing bodies worked well. When problems occurred, we had good working relationships that enabled Brand Protection to resolve matters quickly.

Other pre-emptive measures were taken to assure Olympic marks were used properly. Special provisions were added to Requests for Proposal, Purchase Orders and Standard Form Contracts to curtail unauthorized commercial exposure by entertainers, contractors and service providers. These provisions precluded vendors from using their Olympic association for advertising or promotion, preventing brand dilution. It strengthened the value chain by precluding those who were paid for their services from exploiting the Games commercially.

The success of Brand Protection's operations were the result of careful planning and advance testing.



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Snowboarding Parallel Giant Slalom

P A R K C I T Y M O U N T A I N R E S O R T

F E D E R A L R E L A T I O N S

F U N C T I O N A T A G L A N C E

D A T E S

- Formed: November 1996 • Ended: 2002
-

R E P O R T E D T O

Mitt Romney, president and chief executive officer

P R O G R A M D E L I V E R A B L E S

- Interfaced with the federal government to secure land transfers and federal funding for Games-related projects across a variety of areas.
 - Delivered the message to the federal government that it was obligated to provide public safety at the Games.
 - Organized various law enforcement organizations under one command.
-

B U D G E T

- Total: \$2.82 million • Cash: \$2.48 million • VIK: \$346,684
-

S T A F F

Cindy Gillespie, vice president

P R E - G A M E S S T A F F I N G :

- One year out (February 2001): four • December 2001: five

Before the Games, Federal Relations operated with contracted lobbyists as needed.

G A M E S - T I M E S T A F F I N G :

- Paid Staff: 10

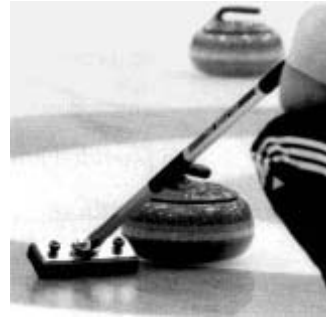
During the Games, Federal Relations staff and volunteers were redeployed to the Domestic Dignitary Program, operated by International Client Services.

K E Y C H A L L E N G E S

- Securing the needed funding on a timely basis, as the federal government often works slowly
 - Preparing in advance for possible problem scenarios that could occur during the Games
 - Coordinating with diverse government departments, including Agriculture, Defense, Justice, Transportation, Treasury and the Federal Emergency Management Agency
-

K E Y M I L E S T O N E S

- 1996—Function formed with the appointment of the former Director of Federal Relations for the 1996 Atlanta Games
 - 1997—U.S. Army agrees to move Fort Douglas Army Reserve Unit, making way for the Olympic Village.
- 2001—Bush administration takes office and a new, more integrated structure was put in place to promote communication between SLOC and the federal government.



F E D E R A L R E L A T I O N S

SLOC formed Federal Relations in November 1996, appointing the former Director of Federal Relations for the Atlanta 1996 Games as Vice President, SLOC Federal Relations. Recognizing that the federal government would be the primary agent for many key Games activities, including transportation and security, SLOC had the function report directly to the President and CEO. This revision of the Atlanta organizational structure ensured that Federal Relations was involved in all aspects of budgeting and operations, allowing for a full integration of the federal government into SLOC's planning process.

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CONGRESSIONAL RELATIONS •

SLOC Federal Relations was responsible for implementing six annual legislative packages from 1996 through the 2001 legislative cycle. These packages were a combination of appropriations and policy provisions necessary for the Salt Lake 2002 Olympic Winter Games. Among the policies passed by Congress during this period were provisions exempting Olympic goods from customs duties, authorizing the minting of coins to honor the 2002 Olympic Winter Games and allowing Games transportation projects to be eligible for special funding. Another provision authorized the USDA Forest Service to conduct a land-exchange near Snowbasin Ski Area and to certify the exchange as compliant with the National Environmental Protection Act (NEPA).

Federal Relations worked with more than 30 federal agencies with an active role in the Games to determine its annual funding needs and to obtain these appropriations from Congress. The function also worked with various state of Utah agencies and local governments to determine what funds were required for its activities and to request and obtain those funds through Congress. In special cases, federal funds came directly to SLOC for an activity. In these situations, Federal Relations worked closely with other SLOC functions to determine the amount of funding required and to obtain the necessary appropriation. In all, Congress approved more than \$400 million in direct appropriations for the Salt Lake 2002 Olympic Winter Games. This partnership with the federal government was a major reason for the success of the Games.

**FEDERAL AGENCY
PARTNERSHIPS •**

S E C U R I T Y A N D P U B L I C S A F E T Y

The security/public safety planning effort was led by the U.S. Secret Service, which directed more than 5000 trained law enforcement and military personnel in Games security duties. The Federal Bureau of Investigation planned and led the intelligence and crisis-response effort, and the Federal Emergency Management Agency (FEMA) worked with state and local public health officials and law enforcement to prepare for disaster response. As a part of this effort, the federal government provided funding to state and local law enforcement for a planning center, training and exercises, and significant communications upgrades to local public safety networks. Federal, state and local governments spent approximately \$200 million on security and public safety.

T R A N S P O R T A T I O N

In 1996, the U.S. Department of Transportation (USDOT) agreed to partner with SLOC, the Utah Department of Transportation and the Utah Transit Authority (UTA) to prepare and fund a comprehensive transportation plan. Over the next three years, plans were developed in Salt Lake City by a team of federal, state, local and SLOC officials and reviewed by USDOT officials in Washington. The overall cost of the plan was approximately \$120 million and was funded mostly by Congress (SLOC provided approximately \$20 million; the USDOT provided \$100 million.) Additionally, USDOT provided several discretionary grants to the Utah Department of Transportation to assist with building key roads and bridges necessary for the Games. These grants, along with an accelerated funding agreement, provided for light rail and airport improvements and are detailed in the Transportation Final Report.



Federal Relations established a strong relationship with the U.S. government. Far left: President George W. Bush comforts torch-bearer Liz Howell, whose husband was killed on 11 September 2001, at the White House. Center: Security was bolstered for the Games. Near left: President Bush stands with Mitt Romney and Jacques Rogge at the Opening Ceremony on 8 February.

E N V I R O N M E N T

Congress approved a special grant of \$2.5 million for Environmental Protection Agency (EPA) assistance to SLOC's environment program. The EPA funding was used for environmental educational, recycling, tree planting and other programs.

W E A T H E R

A unique partnership between the National Weather Service (NWS) and SLOC sponsor KSL television and radio provided for an upgrade to the weather infrastructure in Utah prior to the Games. During the four years leading up to the Games, the NWS upgraded the existing weather-gathering infrastructure in Utah at a cost of approximately \$2 million. The improved weather information was used by a joint KSL/NWS team to provide timely and accurate reports to SLOC, the military and the public during the Games.

OLYMPIC VILLAGE

In 1997, the U.S. Army agreed to relocate the reserve unit at Fort Douglas, allowing for the transfer of land and facilities to the University of Utah. This became the Olympic Village. Congressional appropriations paid for the relocation.

OLYMPIC IDENTITY AND ACCREDITATION CARD (OIAC)

SLOC worked closely with the State Department and the U.S. Immigration and Naturalization Service to improve entry procedures for Olympic Family members into the United States. The electronic connection of SLOC with the State Department, and the resulting ability of SLOC to directly issue OIACs, prevented many of the problems experienced in Atlanta. This process is an example of the integrated partnership that evolved between SLOC and the federal government.

WHITE HOUSE LIAISON •

Federal Relations provided a SLOC liaison to the White House during the seven years leading up to the Games. For the first six years, structures established during the Atlanta Games were kept. The president formed a White House Task Force on the Salt Lake 2002 Olympic Winter Games, chaired by the vice president and co-chaired by the Special Assistant for Intergovernmental Affairs and the secretary of the Cabinet. All federal departments with Games responsibilities were members of the Task Force, which met approximately twice a year. In between meetings, Federal Relations provided weekly reports and met with the co-chairs at least once a month. The Task Force was kept apprised of Games requests and activities within various agencies, the status of appropriations and Games news from Utah.

In 2001, the administration changed, and a completely new structure was put in place. Anticipating a change in administration, the White House Task Force directed federal agencies to put a career employee (one who would not be affected by the change in administration) in charge of Games activities.

The only incomplete area was the budget. The draft budget prepared by the Clinton administration and presented to the Bush administration did not include funding necessary in 2002 for federal agencies to carry out their responsibilities. Although this was a problem across many agencies, the most serious difficulty was in the area of security and public safety, where more than \$100 million would be needed in 2002.

Within one month of taking office, the Bush administration met with Federal Relations and agreed to revise its budget request to Congress to include necessary Games-time spending. It also appointed the Deputy Chief of Staff to the president as the primary liaison on Games matters and assigned a coordinator in the Chief of Staff's office to handle day-to-day Games responsibilities. Although the Bush administration convened federal agencies working on Olympic matters from time to time, its approach was to direct the agencies and departments to complete Games activities as planned and to monitor their progress independently. This structure worked extremely well.

Federal Relations coordinated with White House staff on all activities involving the president or his senior staff, including a Torch Relay ceremony at the White House and the Opening Ceremony. To ensure adequate coordination, Federal Relations assigned an employee to International Client Services (ICS) to serve as Domestic Dignitary Program coordinator. This dual reporting structure ensured coordination between ICS and Federal Relations when dealing with White House or other federal officials.

Responding to a request from SLOC, White House staff sent its Olympic coordinator to Utah to work directly with Federal Relations for six weeks prior to and during the Games. After 11 September, the administration also provided a full-time communications specialist to assist law enforcement agencies with its communications and media outreach efforts. The presence of these two staff persons ensured that SLOC and officials at the highest levels of the federal government remained coordinated throughout the Games period.

C O N C L U S I O N •

SLOC recognized that the federal government would be a partner in these Games and approached the relationship as a public-private partnership. Federal employees were assigned to work within SLOC, and Federal Relations provided detailed, regular SLOC reports to both Congress and the administration. This approach was drastically different from that of either the Los Angeles or Atlanta Games, but worked extremely well. By determining where federal agencies fit into the organizing committee and integrating the agencies directly into the appropriate functional area, SLOC solved a lot of the turf and operational problems that occurred in Atlanta.

Structurally, it was important that Federal Relations report directly to the organizing committee president and CEO in order to have the necessary profile and voice in Washington. It was also important that the SLOC president and CEO became an active lobbyist in Washington, and future OCOG presidents should be aware of this requirement.

Federal Relations tried several staffing structures during the six years, including attempting to use in-house directors as the primary SLOC lobbyists in Washington. The most effective system was to hire employees with some Washington lobbying experience to work in Salt Lake to put together annual legislative packages, and to work with the functions to integrate federal agencies into their operations. The vice president of Federal Relations and the president and CEO of SLOC became our primary lobbyists, and worked with lobbying firms hired annually to assist with specific representations in Washington. The SLOC legislative package changed so much from year to year that it was more effective to use annually hired lobbying firms, targeted at our specific requirements, than to attempt to establish the necessary expertise and access across a broad spectrum of the federal government internally.

Our final recommendation is to maintain the Domestic Dignitary Program: a link between Federal Relations and ICS. All federal dignitary visits were handled by Federal Relations prior to the Games, and the dignitary staff of Federal Relations was moved into ICS at Games time. This link was highly effective and efficient.



Downhill

S N O W B A S I N S K I A R E A



© 2002 LDC/Michael Levens



Giant Slalom

S N O W B A S I N S K I A R E A

STATE AND LOCAL GOVERNMENT RELATIONS

FUNCTION AT A GLANCE

DATES

- Formed: October 1998 • Ended: Spring 2002
-

REPORTED TO

Kelly Flint, senior vice president, Government and Legal Affairs

PROGRAM DELIVERABLES

- Ensured that the public services required by SLOC to host the Games were provided by the proper government agencies
 - Ensured that these services were provided at the least cost to SLOC
 - Established a cooperative relationship with all levels of government in order to increase public support for the Games and to create a partnership that effectively responded to any unforeseen problems that arose during the Games
-

STAFF

Roger Black, director

KEY CHALLENGES

- Overcoming the various complications that arose from improprieties during the bid process. Assuaging reactionary fears as to the overall benefits of the Games after the scandal became public
 - Addressing and maintaining logistical issues pertaining to diffused jurisdictional powers— not usually encountered in other countries but present due to the United States' unique political system
 - Keeping an open line of communication with all involved government entities
-

KEY MILESTONES

- Formation of the Venue Communities Group, comprised of key point persons for Games-related issues in each of the jurisdictions hosting a Games venue
 - Passing of legislation to prevent the public from carrying guns at venues
 - Establishment of the Interfaith Committee
 - Implementation of the Federal Americans With Disabilities Act procedures



STATE AND LOCAL GOVERNMENT RELATIONS

STATE AND LOCAL GOVERNMENT RELATIONS •

The Salt Lake 2002 Olympic Winter Games required the services, cooperation and regulatory oversight of the Utah state government, five counties, five cities, six local health departments, three fire-service districts and two consolidated emergency communications centers. Dozens of additional Utah communities lent police officers and emergency medical personnel to bolster the public safety plan. The State and Local Government Relations function was responsible for maintaining effective relationships among SLOC and all aforementioned government entities. The function secured necessary legislation, negotiated contracts for SLOC's use of public facilities, facilitated joint-planning efforts with the venue communities, obtained the required permits and licenses and fostered a sense of ownership and involvement in the Games.

SLOC established the function October 1998, as an element of Event Communications, presuming that exchanging information and building relationships would be its primary responsibilities. While these tasks remained a major focus, SLOC management concluded by spring 2000 that the function had a closer affinity to Legal Affairs because of the amount and variety of required legislative actions, local permits and licenses and governmental service agreements that it needed to secure. Accordingly, State and Local Government Relations began reporting to the senior vice president for Legal Affairs.

CONFLICTS •

The relationship between SLOC and certain government agencies may have started out with challenges because neither side understood or appreciated the responsibility and the context of the other. SLOC had undertaken the daunting task of staging the world's premier athletic competition and raising private funds to pay for it. During the bid phase, the organizers assured Utah residents repeatedly that their tax dollars would not be necessary to stage the Games. As a corollary, the organizers would be free to manage their task entirely as a private undertaking and without the impediments that typically apply to a public enterprise.

For their part, state and local government officials worried that the Salt Lake 2002 Games might not pay for itself and, at the very least, that the Games would strain the capacity of community

resources to manage the public safety risks, traffic problems and social stresses that appeared inevitable. The officials' obligation to protect the public's health, safety and welfare created an intense interest in assuring that plans for the Games were well-formed, adequately financed and able to be implemented. Since their reputations were on the line, they also had a keen interest in ensuring that the Games would be successful, not just financially, but in the public's eye as well.

To complicate matters, some local government entities used the possibility of Games-related impact to their communities to seek federal grants or to seek assistance from SLOC in order to improve transportation and public utility infrastructure, update public safety equipment and to build legacy improvements. SLOC was wary of any claim that a community's need might be Games-related since it knew funds were limited, and the Games would not succeed unless critical needs—transportation and public safety—received the requested federal backing.

Owing to these circumstances, it appeared to each side that the other was frequently infringing on its territory. SLOC viewed local governments' requests for information and opportunities to review plans as an unwarranted, counterproductive interference into the inner workings of a private enterprise. Government officials believed they were merely carrying out their legal obligations. These same officials viewed SLOC's reticence to share all the details of its planning as a cover-up for something sinister or disconcerting, while SLOC thought it was merely tending to its responsibilities to meet the terms of the Host City Contract. SLOC feared that the government agencies' use of the Games to justify their project-funding requests to the federal government would jeopardize essential funding for the Games. Local officials believed they were acting prudently for the benefit of their constituents. They believed that passing new legislation to clarify and strengthen regulatory standards for large-scale public assemblies was necessary to protect public health, safety and welfare without putting the public purse in jeopardy. SLOC perceived this as an attempt to use regulatory authority to extract excessive service obligations or funds.



State and Local Government Relations worked to present the Games in the best possible light. Far left: The Wasatch Range provided a majestic backdrop for the Games. Middle: Mitt Romney, President George W. Bush and Jacques Rogge welcome the world on 8 February. Near left: An ice sculpture decorates Salt Lake Olympic Square.

RESOLUTION •

When charges of improprieties during the bid process for the Games surfaced, there was an outcry from both the public and the media for reform. Critics of the Games argued that it was fundamentally a public undertaking with the public's purse, ultimately, at risk to cover any shortfalls. The Host City Contract does, in fact, place the responsibility to organize and pay for all Games-related costs on the Host City. During the bid process, Salt Lake City and the state of Utah worked out a complex indemnification agreement that shifted the risks to a combination of insurance, vendor contractual provisions and the state of Utah. By this reasoning, the public's financial exposure could be contained only if SLOC's activities were subject to similar checks and balances as those imposed on

government—open meetings, open records, ethical standards, competitive bidding requirements and supervision by publicly elected officials. Changes in the composition and responsibilities of SLOC's governance structure highlighted the need for an internal staff function to maintain effective communications and positive working relationships with the newly empowered state and local governments.

U O P S C •

An early task of State and Government Relations was forming an organization to handle public safety during the Games. The Utah State Legislature, at the urging of the governor, passed a law (UCA 52-12-101) in 1998 that created UOPSC. In addition to setting up a mechanism for joint planning and operations among the state, the local jurisdictions and the federal government, this statute required all contractual relationships between SLOC and local public safety agencies to be coordinated through UOPSC. But the statute did not spell out how such services were to be paid for. None of the parties involved—SLOC, the state, the counties and the municipalities—relished the prospect of tedious negotiations between SLOC and the individual local entities. All agreed that this route would be beset with problems of inequity, inconsistency and a tendency to ratchet up the costs.

By January 2000, anxiety over the funding of public safety brought the issue back to the attention of the state's legislature. The localities wanted a guarantee from the state that they would not be left with a glut of expenses. SLOC wanted a mechanism to handle public safety in a comprehensive manner and some assurance that the expected fiscal windfall for public jurisdictions could play a role in financing its extraordinary costs. Legislative leaders indicated a willingness to consider the allocation of the total sales-tax revenue from the sale of Games tickets to underwrite public-safety costs. This was contingent on whether the localities could reach a consensus with SLOC about the best way to accomplish this.

SLOC leadership turned to State and Local Government Relations to facilitate the negotiations. The team succeeded in drafting a memorandum of understanding among all of the venue communities that established the fundamental concepts for cooperation to meet public-safety needs during the Games. The communities agreed that UOPSC would serve an operational role as well as a planning role. The localities agreed to pay the base costs of all staff assigned to an Olympic public-safety function. However, the incremental costs—primarily overtime, including overtime for community service staff whose extra work hours made it possible for others to accept Olympic assignments—would be paid out of an escrow account set up to hold the tax revenue on Games tickets. SLOC guaranteed a minimum deposit into the escrow as well as a minimum interest earning on the deposit. SLOC would negotiate a comprehensive contract with UOPSC, not the individual localities, for the provision of necessary public-safety services.

PERMITS AND LICENSES •

The function served as a clearinghouse and coordinator for all of the regulatory permits and licenses necessary for SLOC to organize the Games. The number of such permits and licenses reached into the hundreds, including the requirements of SLOC's contractors, vendors and suppliers. These requirements, however, fell into the general categories of public-assembly permits, public-health temporary food-service permits, business licenses, temporary land-use permits, road-closure permits, environmental permits and construction permits.

The clearinghouse and coordination responsibility eventually evolved into a general problem advisory and resolution service on issues that impacted the relationship between SLOC and local

jurisdictions. The team also negotiated municipal services agreements for incremental service levels that SLOC needed and requested.

COMMUNITY GROUPS •

Another important project that State and Local Government Relations undertook was the creation of community advocacy groups. In the years leading up to the Games, many segments of society voiced their concerns about how they would be affected by the planning and execution of the Games. The function realized this and formed some advocacy groups, such as the Environmental Group, the Interfaith Group (a consortium of local religious leaders) and the Committee on Access (to protect the rights of persons with disabilities). The function also invited various community groups to express their opinions and ideas to the function.

GAMES-TIME OPERATIONS •

The function completed most of its activities prior to the Games. The tasks that followed were natural outgrowths of the relationships that had been formed in the pre-Games period as plans were refined and service agreements negotiated. Contract/service agreement interpretation helped the venue general managers to solve problems arising from situations that the city-service agreements hadn't anticipated or that materialized in a very different way from what was planned. Problem resolution facilitated communications between SLOC functions and designated responsible local officials to address problems that arose. Dignitary hosting provided hospitality services to local dignitaries at venues where spectator suites were available.

The primary concerns during the Games depended largely on how well the local communities carried through with the promises they made in the service agreements. Good weather alleviated stresses on the snow-removal capacities. There were, however, stresses on the capacity of license and sign-ordinance enforcers for local business. Ambush marketers sprang up in high foot-traffic corridors. If they were licensed to do business and were not in the public thoroughfare that SLOC was permitted to use, then they had a right to be there. Some communities, however, did not have an adequate staff to verify these rights and, if necessary, take enforcement action. Further complicating matters, law enforcement officers did not see a role for themselves in this arena. The internal message about the communities' commitment to code enforcement did not reach every police officer on the street, and, often, the officer on the street came from another jurisdiction and had no interest in that community's code enforcement.



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