



1998 NIKE WORLD MASTERS GAMES

FINAL REPORT

FEBRUARY 1999

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EXECUTIVE SUMMARY

The 1998 NIKE World Masters Games were in most respects a great success. However, as is the case with many major international multi-sport events, there were also some disappointments. This report will outline the successes we had, as well as illuminate those areas where the World Masters Games can continue to improve.

On the positive side, the 1998 NIKE World Masters Games held in Portland, Oregon in August, 1998, built on the very high level of performance achieved by the 1994 World Masters held in Brisbane, Australia. Specifically, the 1998 Games set new standards for

- Attracting the highest percentage and largest number of international and North American athletes for a World Masters Games event
- Enhancing the quality of masters competition at almost every venue and event
- Offering participating athletes a broad opportunity for social interaction, most particularly at "Celebration City"
- Raising private financial support in the form of a variety of corporate sponsorships and partnering arrangements
- Attracting unprecedented media coverage, highlighted by four hours of prime time coverage on ESPN

With respect to our "disappointments," they can largely be attributed to four factors: (1) Unrealistic expectations regarding overall levels of athlete participation; (2) inadequate marketing efforts targeted at individual sports and their particular athletes, including a failure to offer differential (lower) registration fees to local athletes and to athletes in team sports; (3) an inability to attract appropriate levels of public assistance to complement our unprecedented levels of private support; and (4) unrealistic assumptions about the timing of athlete registrations, thereby creating a mismatch between expenditure levels and cash receipts.

From the perspective of our two most important constituencies – the participating athlete and our host communities – the Games were an unqualified success. The original goals set by the Portland Oregon Sports Authority (POSA) when securing the 1998 Games were to (1) put on a first-class athletic competition for the athlete participants; (2) create a "global celebration of sport for life" securing a diversity of international participation from the week-end warrior to the world-class athlete; (3) produce a rich social experience for the participating athletes and for our host communities that in many cases have little exposure to citizens from around the Globe; (4) introduce the athletes, their friends and the sporting public around the world to the beauty and grandeur of Portland and Oregon, and to our city and state's ability to successfully host major sporting events; (5) add to our collective experience in hosting major international, multi-sport

events; and (6) have a substantial positive economic development impact on the host communities. All these objectives were more than achieved.

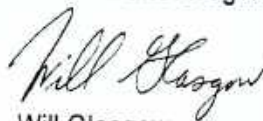
While statistics can never provide a complete picture of an event, the following summarizes some of the notable aspects of the 1998 NIKE World Masters Games:

- The 1998 Games set new standards for the World Masters Games movement in a variety of areas including diversity of participation from around the Globe, sponsorship revenue, media coverage, athlete satisfaction, and breadth and quality of cultural events.
- More than 11,000 masters athletes participated in the 1998 Games. This was the largest gathering of masters athletes ever assembled in the USA, breaking the previous record of 8,000 for the National Senior Sports Classic in 1997.
- Athletes representing 101 countries made up 50% of the participants giving the 1998 Games its largest international representation.
- An effective core of 3,500 volunteers were identified, assembled, trained and activated to support the 1998 Games with the largest volunteer force for any sports event in the Northwest USA.
- The 1998 Games hosted the world's largest volunteer party at the conclusion of the 1998 Games for more than 3,000 volunteers at the Oregon Convention Center.
- The 1998 Games hosted the world's largest international athlete party for more than 7,500 athletes on August 15, 1998 at the Oregon Convention Center.
- More than 9,000 people attended Opening Ceremonies at Civic Stadium for the 1998 Games.
- More than 3,000 people attended Closing Ceremonies at the Oregon Convention Center for the 1998 Games.
- The 1998 Games had an estimated economic impact of more than \$60 million on the Oregon Economy.
- The 1998 Games were held over a 14-day period at sixty different sports venues located in the states of Oregon and Washington, USA.
- More than \$5 million dollars was raised from eighteen world sponsors and local sponsorships of the 1998 Games.
- More than 15,000 people attended Celebration City, which was an interactive sports arena, open for free to participants and the public during the 1998 Games from August 12-22, 1998.

- A total of 13,800 medals were awarded in over 4,000 medal ceremonies at the 1998 Games.
- Eleven world and thirteen USA Track & Field Masters records were set at the 1998 Games.
- In Swimming, two hundred World Masters Games records, thirty World Masters records, and three USA Masters records were set at the 1998 Games.
- The 1998 Games had the oldest World Masters Games participant, Ben Levinson, compete at the age of 103. Additionally, five athletes over the age of 90 and 63 athletes over the age of 80 competed.
- The 1998 Games media coverage was unprecedented for a Masters Games event with four hours of prime time ESPN coverage that reached 20 million households across the USA, and local television, and prominent newspaper coverage for fifteen consecutive days in August, 1998.
- More Olympic Gold medalists participated in the 1998 Games than in any other USA event except for the Olympics.

On balance, the 1998 NIKE World Masters Games were great! They could not have occurred, nor their success achieved, without the support and dedication of persons and groups too numerous to mention. However, particular thanks and recognition are owed to the 1998 Games Staff and Board of Directors, the thousands of Games volunteers, our corporate partners, including especially NIKE, PacifiCorp and U.S. Bank, and the International Masters Games Association.

The Portland Oregon Sports Authority is proud to have brought the 1998 Games to Oregon and to have given our community the chance to host this outstanding event. We achieved our main mission of raising the World Masters Games to a new standard in international and North American athlete participation, and staging a first-class competition and sports festival. We thank all concerned for the opportunity of hosting the 1998 Games and pledge to continue in our mission to bring other great sporting events to Portland and Oregon.



Will Glasgow
Chairman, Portland Oregon Sports Authority
February 1999

COMMUNICATIONS AND ATHLETE ENTRY MARKETING

The final report for the Communications and Athlete Recruitment departments has been combined. This was done because the goals of both departments were the same: to raise international, national and local awareness of the Games; to create an excitement in the community and recruit volunteers; to recruit athletes.

While Communications and Athlete Recruitment shared objectives, they operated almost completely separately until two months before the Games. In retrospect, they should have worked closely together--if not merged into one department--from the beginning. The paths taken by Communications and Athlete Recruitment to reach their goals were very different, causing mixed messages, a lack of funding for advertising and promotions and a relatively low level of awareness just a few months out from the event.

Through earned (as opposed to purchased) coverage in newspaper, radio and television, the Communications department emphasized the large size of the event, as well as the participation of elite-level athletes. Athlete Recruitment, on the other hand, used sport-specific publications and grass roots marketing to convey the message that the Games are open to everyone, from Olympians and world champions to "Weekend Warriors" and people who have never competed before.

About two months before the Opening Ceremony, the two messages were synthesized into one theme: The Games are a world-class international multi-sport event open to everyone, from Olympians and world champions to "Weekend Warriors" and people who have never competed before. When this message was conveyed through a unified, thorough communications campaign, athlete and volunteer registrations increased, as did the excitement and involvement of the community.

The Communications and Athlete Recruitment campaigns occurred in the following four phases:

- I. Preliminary Promotions and Advertising**
- II. Focus on Athlete Recruitment**
- III. The Final Push: Regional and Local Promotions**
- IV. Communications During the Games**

Phase I: Preliminary Promotions and Advertising

A. Communications

National and international communications began after the 1996 Atlanta Olympics. A website and newsletter were created to keep in touch with key audiences, such as the international media, as well as local and internal audiences, during the planning stages. A four page insert about the Games in USA Today in March of 1996 raised domestic awareness of the Games, but was distributed too early to create a significant spike in athlete registration.

A local design firm created brochures and other collateral material. A Design Standards Guide was printed to assure that all communication tools had a distinct look and character and were easily recognized by target audiences. Promotional videos and brochures were made to assist with the recruitment of athletes, Corporate Partners and volunteers.

B. Athlete Recruitment

Athlete recruitment began in late 1996 when information was distributed to the International Sports Federations and all National Governing Bodies for the 25 sports. While athlete registration was already open, the focus was on spreading awareness of the Games, not on the actual registration of athletes. With a very limited budget allotted for promotions and advertising, few paid print, radio or television advertisements were placed during this phase.

Registration information was mailed to the database of competitors from the 1994 World Masters Games. Registration material was also sent to the entire database of the 1997 Senior Olympics and several state senior games, including Florida, New York and Arizona. A staff of one full-time employee and two interns engaged in "grass roots" marketing for over a year. Through thousands of phone calls, letters and faxes, representatives of major organization, clubs and teams in all 25 sports were informed of the Games and invited to participate. If this staff had been larger, a greater audience would have been reached in the preliminary stages of athlete recruitment.

Phase II: Focus on Athlete Recruitment

A. Communications

Due to a lack of funds for promotions and advertising, the Communications department relied largely on Corporate Partners to promote the Games. United Airlines, for example, aired a two minute promotional video on all domestic flights in the month of February, 1998. Fred Meyer, a local grocery store and World Partner, distributed brochures and sold Games merchandise at stores throughout Oregon and Washington. The Oregonian, the largest newspaper in the state and a Games Partner, and KATV, the local ABC television affiliate, were encouraged to promote the Games and were sent numerous press releases and story ideas.

Many regional and national publications were contacted with information about the Games and compelling athlete stories. Several national publications published articles about the Games, including The Boston Globe, The LA Times, USA Today, Men's Health, Cooking Light and Gold's Gym Magazine. The total circulation of these various publications exceeds 10 million.

A newsletter highlighting the Corporate Partners, commissioners, athletes and Games-related interest stories was published and distributed on the 15th of every month. Newsletters were sent to Board members, partners, media and "Friends of the Games".

B. Athlete Recruitment

The first quarter of 1998 was the most critical in the timeline of Athlete Recruitment. This was the period when athletes decided which events they would attend and adjusted their training, schedules and budgets accordingly. For this reason, WMG greatly increased its attention to and efforts in Athlete Recruitment starting in November of 1997. The Sports World Attack Team (S.W.A.T.) was assembled for exactly this reason.

The 25 sports were distributed among the S.W.A.T. members and weekly meetings were held to discuss the progress of registration in each sport. The sports were prioritized by number of athletes anticipated versus the number registered.

C. Representation at International Masters Events

A S.W.A.T. member attended many of the events deemed critical to the international awareness of the Games. Those events include the 1996 GAISF Conference, 1997 WAVA Championships in Durbin, South Africa, the 1997 Australian Masters Games, the 1997 New Zealand Masters Games, the 1997 Pan Pacific Masters Swimming Championships in Hawaii, and the 1997 US Masters Track and Field Championships in California.

When it was not possible to send a staff member, information about the Games was distributed to the competitors (often by a "Friend of the Games" who attended the event) and advertisements were placed in athlete programs. These events include the World Masters Track Cycling Championships in Sheffield, England, the Huntsman World Senior Games in Utah, and the 1997 US Masters Rowing Championships in California.

D. Travel Agencies

Over 200 international travel agencies and sports travel groups received information about the Games, including regular updates on registration, accommodations and transportation. Included in the travel agency database are all those recognized by WAVA and affiliated with the 1994 World Masters Games. All agencies were offered a commission of \$20 per athlete for groups of 10 athletes or more.

E. Sport-Specific Publications

Sport-Specific advertisements were placed in over 30 different publications. A template advertisement was customized for each sport. By doing this, we were able to convey

sport-specific information without having to pay for the design and production of 25 separate ads. The ads included a "call to action" form on which athletes could write their name and contact information. This form was faxed or mailed to our office and an athlete registration packet was sent to the athlete immediately.

All ads ran at least twice. Publications include National Masters News, North American Adult Soccer Tournament Index, SWIM Magazine and Senior Softball USA News.

F. "Grass Roots" Athlete Recruitment

In addition to the above initiatives, S.W.A.T. relied on direct mailings and telemarketing to increase awareness of the Games and encourage athlete registration. In order to increase the volume of calls and mailings to Masters athletes, an "army" of interns was assembled. Each intern assisted with athlete recruitment for only one sport.

G. Local/Regional Recruitment

Starting in early Spring, the Games Media Partners increased promotions of the Games and invited local athletes to register. KATU, a local television station and Games Partner, and JACOR, a company that owns five major radio stations, were particularly supportive. The Oregonian continued to give limited coverage. Brochures and posters were distributed to every major athletic club, sports store, hotel and shopping mall in the region. A particular focus was placed on the American West Coast which has a population of over 35 million. Considering the active, health-oriented reputation of these people, the Games could have potentially filled all of its 25,000 athlete registration slots with local and regional athletes.

Phase III - The Final Push: Regional and Local Promotions

A. Communications

Over 40 media releases were sent to newspapers, radio and television, as well as Corporate Partners and "Friends of the Games", in the final two months. Media attention increased significantly as a result. The majority of the releases were focused on inspirational and celebrity athlete profiles. Corporate Partners, volunteers and sport venues were also given attention. Newspapers and television stations throughout the West Coast were sent profiles of athletes from their communities who had already registered for the Games. Media from outside of Oregon found the Games more newsworthy when they were informed that there were people from their community participating.

NIKE loaned the services of Manning Selvage & Lee, a public relations firm based in Los Angeles, to the Games for the months of June, July and August. In addition, NIKE's corporate public relations department assisted with athlete recruitment (internally to their employees), volunteers, access to national and international media distribution methods (databases, fax service, e-mail, etc.), inclusion in NIKE's overall PR messages when appropriate, and personal introductions to existing media contacts.

Games-produced public service announcements were distributed to television stations all along the West Coast. The PSA's focused on athlete registration and volunteerism and featured Oregon Governor John Kitzhaber and well-known marathoner Alberto Salazar.

B. Athlete Recruitment

In the final two months the responsibility of athlete recruitment shifted from the nine members of SWAT to the entire Games staff. With a staff of 28, each staff member was assigned a sport, with two people placed on the largest sports. Each person was given general information about their sport, as well as information on demographics, challenges, key messages and helpful contacts. In effect, each person quickly became an expert on their sport and was able to respond to incoming calls about that sport.

The first priority of this effort was to contact as many of the 20,000 people who had requested a registration packet over the past two years as possible. Athletes in general appreciated this personal contact. Hundreds of athletes who had forgotten about the event or lost their registration packet registered in the final two months, thanks largely to the personal attention of the staff. Similar follow-up work was done with all travel agencies. While this was an effective communications and public relations device, it added responsibility and stress to an already overloaded staff.

C. Registration Fee Discounts and Rebates

At two months out, athlete registration for all team sports was relatively slow. Most team sports had received many expressions of interest, but few registrations and payments were received. In speaking to teams who received a registration packet but did not register, there were two things that prevented them from registering.

The first challenge was that Masters teams sports were not extremely well organized. Frequently, teams are put together for individual tournaments but do not remain together for extended periods of time. Many of the people interested in competing in a team sport had not yet finalized their team roster. Second, the registration fee of \$200 per team member is very high compared to other Masters team competitions.

All of the team sports were "presented" by a Corporate Partner. These Partners paid a premium in order to present a team sport, as these sports have large numbers of competitors and will draw more spectators. Partners paid up to \$75,000, in addition to their original contribution, in order to present a team sport. The additional money paid by the Partner to present a team sport funded the "Spring Break" Registration Program. All teams who registered before April 30 paid a reduced registration fee (about \$50 off of each athlete registration).

In most team sports, teams were hesitant to register until they were sure that other high-caliber teams had already registered. The Spring Break Program was effective in increasing registration in team sports. It was also good public relations for our Corporate Partners, who were credited with assisting the athletes in paying the fee. However, problems arose in two areas. First, many of the teams that had registered before Spring

Break program demanded refunds. Second, teams who registered after April 30 asked to have the discount extended. In the future, registration fee discounts and rebates must be treated very carefully.

Phase IV: Communications During the Games

A. Communications

Despite the limited media attention in the two years leading up to the event, coverage during the Games was extensive and very positive on a local, regional and national level. This was due largely to extensive story research and communication with the media prior to the Games, as well as a well-organized Media Center.

In the two months leading up to the Games, a book of over 200 athlete profiles was compiled. This Media Resource Book had a tab for each of the 25 sports, and each tab had from 10 to 20 athlete profiles. Tabs also existed for Corporate Partners, Athletes Over 90 and more. Ten copies of this book were created and distributed to various sport venues.

The Games Media Partners, including The Oregonian, KATU, JACOR and ESPN, each received a condensed version of the Media Resource Book prior to the Games. This allowed them to contact the athletes and research the stories which they found compelling before the event started. This took a lot of pressure off of the Media Services department to create and pitch stories during the Games. Many of the athlete profiles and other subjects included in press releases over the two months prior to The Games resurfaced in the media during the Games. Press releases were also sent out during the Games and generated further media attention.

Media Centers were located at The World Trade Center in downtown Portland (about a block from the Games headquarters and two miles from Celebration City) and in Hayward Field in Eugene. Both served as media check-in stations where media credentials could be picked up. Extensive information resources were available, including Media Resource Books, sport specific guides and competition results. Media Centers also offered computers with Internet capabilities, fax and phone services, and food and beverage. In addition, there were five Media Support Locations at major sport venues. These were not check-in sites, but offered informational resources for media, including media resource books and sport specific guides.

OPERATIONS DIVISION

OVERVIEW

The following Operations Division narrative reflects general comments on the Games Operations. Specifics on each of the departments will be provided within their individual reports.

The Operations Division consisted of the Sports & Venues, Support Services and Volunteer Services Departments. About one year out, the Operations Division also absorbed the Events Department. The Senior Director of the Division was responsible for setting the perimeters and for working with the Department Directors to determine the tasks required for the planning and eventually for the supervision of the conduct of the Operations portion of the Games.

The biggest challenge for the Operations Division was to plan for the operations portion of the Games with an ever moving target for a budget. The Games produced great competitions conducted on first-class venues. This was made possible by a very hard-working, dedicated staff and a highly energetic group of volunteers. Working together, they ensured a quality experience for all the athletes – the principal goals of any World Masters Games.

A basic problem was that a great deal of the budget was spent early in the life of the Organizing Committee on non-operations items and funds were not reserved for funding the critical Games' Operations on the assumption that registration revenues would be received 9 – 12 months before the start of the Games.

Additional challenges came through lack of State and local governmental support. Even though both the State of Oregon and the City of Portland indicated in the bid and early on that they would support the event, no financial support and, with the exception of public safety, no other in-kind support was ever given. One major other public sector setback occurred from the fact that Tri-Met was unable to have the new light rail system complete on time, which from the beginning was to have been the spine of the Games Transportation. The system was functional and transporting volunteer "practice" riders during the Games, however, use by the public or Games participants was not allowed during the trial period.

WHAT WORKED

The Staff and Volunteers worked extremely hard and were very dedicated, despite inadequate resources to do all aspects of their jobs in a completely first-class manner.

In addition to a dedicated and hard working staff, the success of the Games rested on the shoulders of some 4,000 great volunteers who performed above all expectations. Like cars run on gas, events run on volunteers and these were very high octane.

Much of the success of the Games could also be attributed to great venues and good facility management. Portland and the surrounding communities are blessed with some great athletic facilities for an event such as the World Masters Games. However, as good as these facilities were for this particular event, most of them would not be adequate for a true spectator event. The facilities are designed more for recreation, which was great for an event where most of the

spectators are the competitors; but with the exception of Athletics and the Aquatic Sports most of the venues used had few seats for viewing the competition and were simply not designed for spectators. This did not present a problem.

WHAT DIDN'T WORK

The biggest mistake was trying to operate the Sports & Venues Department with too few people. Brisbane had cautioned in their final report that, even though they had employed seven Sport Coordinators, that number was too few. We thought we could do it with five but then, because of budget constraints, could not hire any.

Another major mistake was taking on the housing for the athletes. This happened because of a marketing mistake in signing an agency as a sponsor that claimed to be able to handle the housing from its office outside of Oregon. When this did not work out, the responsibility for housing the athletes fell to the already understaffed Support Services Department. Thanks again to dedicated staff working, everyone was housed and virtually no housing-related complaints were heard during the Games. However, valuable staff time was spent to provide a service that should not have been the responsibility of the Games staff.

In light of the fact that the light rail system was not complete at Games time, transportation became a major time consuming task for the Operations Division. Because the Games Committee was responsible for providing transportation to all participants who could not ride public transportation to their venue, when the planned public transportation broke down because the "spine" was non-existent, a complete new and very expensive plan had to be devised. This took a tremendous amount of unplanned staff time and drained the transportation budget.

The use of competition-oriented Sport Coordinators for some sports did not work well. The people chosen were the best at their trade, which was running competition. However, most of them were not trained administrators. Little was done in developing committees and as such, many jobs were left unattended. Most of them tried to compensate for their lack of administrative training by taking on all of the unassigned tasks themselves and, in several cases, almost worked themselves to death. They got the jobs done, but probably not as well as would have been done by a larger group of people. In all instances, the competitions were run well and the Athletes were happy and, of course, these were our primary objectives! The things that were missing were in the area of on-site auxiliary services which would have made a very good event even better.

When it came time to close registration, there were not enough Athletes registered to meet the financial projections for the registration fees budget line item, so the registration deadline was extended. In most cases the new deadline was within a week before the start of the Games. This was a major problem because draws for tournaments could not be made, competitors could not be seeded, start lists could not be developed and in general, scheduling of competition and officials was made quite difficult.

RECOMMENDATIONS

The Operations Division should be involved in the Development of the Games budget and changes that affect Operations should be made only with a thorough understanding of their impact on the Games.

Marketing should not develop the Marketing strategy without input from the Operations Division. The Operations Division will eventually have the responsibility for providing services promised to Sponsors and these can not be provided unless they fit within the Operations Plan.

Be sure to set a realistic expense budget which can be generated and can be used for planning from the beginning. If more money becomes available, whistles and bells can always be added, but it is extremely difficult to continually revise plans downward. From the beginning, dedicated funds to cover Operations during the Games should be reserved and not used for other purposes.

Hire at least five Sport Coordinators at least one year out from the start of the Games in order to spread the responsibilities within the Sports & Venues Department. One or two people cannot manage twenty five committees and sixty some odd venues. The responsibilities must be spread in order to provide service to the most important element of the Games Operations.

Do not attempt to place the duties for the housing of participants within the Operations Division. It would be best to have this a function of an outside agency such as the Convention & Tourist Bureau of the host city. However, whatever agency handles the housing should make arrangements with the hotels, as a perk for using their facility, to provide free or inexpensive rooms for VIPs, officials, etc., connected to the Games.

Do not select individuals as Sport Commissioners based on their ability to run competitions. Select administrators who have the time to attend regular meetings, can put together an Event Committee and can manage the committee. A Competition Director can be selected to work as a part of the committee and run the competition with on-site support from a well-organized committee.

Set a Registration Deadline and stick to it. Do not under any circumstances keep registration open later than one month before the competition regardless of the consequences to budget or any other reason. Nothing can be more devastating to the operations of the Games than a Registration Deadline set too close to the start of competition.

Finally and probably the most important, ensure that the Games have the support of the City, State and local governments. The best way to guarantee city and state support is to get commitments, in writing, from these governments.

SPORTS & VENUES DEPARTMENT

OVERVIEW

The Department of Sports and Venues was organized with the philosophy that the purpose of the Games are the competitions. "How will it affect the athletes and the competition" is always the first consideration when making any policy decision. The department had two (2) staff, the Director and the Venues Manager. The planning and management of the Sports competition and venues was only possible due to the knowledge and competence of the Sports Commissioners and the Venue Operators. Staff provided motivation and structure to the planning, and the dedicated sport volunteers and general volunteers provided the muscle during the Games completion.

Commissioners of Sport

Commissioners were selected by interviewing persons who were currently active. Criteria for selection was experience in organizing national or international events, competing as an athlete at the international level and strong recommendations from the local, regional or national organizations. Of the 25 sports, many commissioners were professional event organizers. This was required due to the small staff (two) in the Sports and Venues department. Those sports with professional event organizers as Commissioners, who received remuneration for their services were: Athletics, Canoe/Kayak-Sprint, Triathlon, and Windsurfing. Several other sports, while having volunteer Commissioners, received direct cash donations from the state, regional or local clubs/organizations. This was necessary due to the fact that these groups were foregoing planning or usual fundraising events in order to operate WMG competition. Those sports were Badminton, Bowling, Cycling, Diving and Swimming. Many other sport commissioners were incented to operate the sports for the WMG when promised Games equipment or assets at the completion of the Games.

Competition Formats

From the debriefing of the Sport Commissioners after the Brisbane Games we knew that one of the major problems of attracting masters athletes was insuring that the athletes received enough "playing time". A policy was established, for most sports, wherein competition would be round-robin pool play with the best records advancing to single elimination finals tournaments. This assured the athletes that they would not travel thousands of miles involving days or weeks of their time, then being eliminated after one or two matches. Sports that did not have round robin or pool play for qualifying were: Athletics, Ten Pin Bowling, Canoe/Kayak, Cycling, Diving, Fencing, Golf, Orienteering, Rowing, Sailing, Squash, Swimming, Triathlon, Weightlifting and Windsurfing. Their formats were established either by their respective international masters programs or the normal method of competition expected in the sport.

Sport Maximum Participation Thresholds

Thresholds were established by projecting maximum use of all facilities within a reasonable distance of downtown Portland. A total of 43,000 was arrived at by using all facilities (venues). Using all facilities was not practical but the exercise gave us the basics of what we "might" be able to do.

Allocation of Target Participation by Sport

Once the target of 25,000 participants was established by the Games Organizing Board, the Director of Sports met with the commissioners and established a credible target goal for each sport.

Schedule

A "mock" schedule was created with the input of the commissioners. The schedule was adjusted later balancing the housing limitations when comparing week 1 to week 2 of the Games.

Venues

Venues were selected for the quality of playing/competitive area rather than for the spectator. Masters sport is not, after all considerations, a spectator event. Location of the Venues, with the exception of Athletics and Hayward Field, were established as close as possible to downtown Portland and on or near main public transportation lines.

WHAT WORKED

Medals/Awards

The quality of the medals. Do not skimp on the medals. The athletes continuously complimented the Games on the quality of the medals and the medal ceremony.

Multiple competition round robins (pool play)

The athletes were given extraordinary amounts of competition. Teams were guaranteed 5 or 6 games in multiple days of play. Only on occasion was it necessary to play more than one game per day. The athletes were very pleased. By creating the round robin format leading to championship (medal) bracket play, those teams that were more recreationally oriented could experience the Games to its fullest and those teams or individuals who took the Games very seriously rose to the level of competition that they sought.

Limiting the length of the day

Very early on we agreed that the competitive day should be limited, where possible, to ten hours. When starting at 8:00 a.m., we should end at 6:00 p.m. This would give the athlete time to recover, attend the myriad of social functions (planned by the Games, the sports and the athletes) and to use the free time as they wished.

Multiple sports at venues

One venue allowed us the privilege of scheduling six sports over the two weeks of the Games. The common food service court, games memorabilia sales and the opportunity to view athletes in other sports contributed greatly to the experience of the Games as a multi-sport event.

Officiating

The athletes complimented the Games staff repeatedly on the quality of the officiating. The Games encouraged the Commissioners to recruit national and international class officials. The cost of these officials varied from sport to sport. The Commissioners were given the latitude to negotiate with the officials concerning their compensation, housing, per diem, and travel. No

official received the complete package of compensation, housing, per diem and travel. If the official was a local they received modest compensation. If from outside the region, the usual package was travel and housing but no per diem or meals. Some officials made arrangements for housing with friends in the sport. The total cost of officials to the Games was approximately \$250,000.

WHAT DIDN'T WORK

Commissioners as sport operators, not planners

The Commissioners really knew their sports, no question of it. But they were not trained in the area of planning. They knew, almost instinctively, what needed to be done at the time of the event, but due to lack of detailed advance planning, the first day or two of many events was very difficult.

Recruiting participants

Only 10 percent of masters athletes register early, more than three months before the event. The remaining 90 percent must be sold, convinced, even begged to get their registration in before the closing date. Athlete recruitment should be a department of the Games budgeted independently from marketing and operations. Before recruitment can start, the sports department must create the mock schedule and the competition format.

Housing of officials

The Games had contracted to pay the hotels direct, excepting personal or incidental charges (meals, drinks, phone calls, movies, etc.). The officials had agreed, as a cost saving measure, to "double up" in the rooms. During the Games officials arrived with their families and anticipated that the Games would cover the additional cost.

Transportation

The IMGA requires that transportation be provided if public transportation does not service the venue. Many sports are accustomed to "door to door" transportation at their Masters World Championship. If a headquarters hotel is established for a sport you will be expected to provide the "door to door" service daily. A shuttle from a collection point would be preferred and far less expensive.

Athletics apart from the Games

The decision to use an athletic venue 105 miles apart from the rest of the Games was a mistake. This decision was made by Executive Management and the Title Sponsor, and was influenced, in part, by sufficient housing in the Portland area had the projected participation levels been attained. Hayward Field, without question, was a superior facility and the use of Hayward Field did create an incentive for some track and field athletes to attend. But the athletes felt isolated from the Games and many track athletes were prohibited, by distance, from participating in a second sport and the social functions of the Games.

Delay of final formatting of the competitions

Due to late registration and extended recruitment efforts, the final draws and formatting of the competitions were delayed until 1 to 2 weeks before the Games, and in some instances, it was still

under way minutes before the competition started. This impacted the information that could be relayed to the athletes who had registered, in good faith, expecting the closing date to be May 30. The delay in the formatting and final competition scheduling created confusion at arrival registration as the athletes were told that their personal competition schedule could only be obtained at the venue on the first practice day or the first day of competition.

RECOMMENDATIONS

Recruitment

That a special department, separate and equal to marketing and sports, be created to recruit athletes. That early incentives be offered. That late registration have a "late fee" in addition to the regular fee.

Sport Coordinators, both hired and volunteer

That in addition to a Director of Sports and Venues, a full time Assistant Director of Venues be on staff. Planning for the Games can be accomplished up to about 8 or 10 months before the Games. At that time, at least 7 sport coordinators should be hired to assist the Commissioners in the final detail planning for the Games. Volunteer sport coordinators should be recruited from the business community 5 to 6 months out and assigned to sports that need special assistance, or that are disorganized or falling behind in the planning. These employees and volunteers are critical to the success of the Games. The details in the final weeks preceding the Games are overwhelming and need full time dedicated individuals to follow up on a daily basis.

Commissioners

Every sport be organized with co-commissioners. One co-commissioner would be a representative from the business community who is experienced in projects and project planning. The other co-commissioner must be experienced in operating the sport. This combination will bring great strength to the Games planning and operations.

Age of Competitors

With expert hindsight, we would now suggest the following general rule: "The age of the athlete will be determined by their age as of December 31. The only exception shall be if the sport in question has established another method of deciding the age of the athlete". The reason for this is due to the fact that many athletes will have a birthday during the Games. How do you set the age? In addition, many sports do not have an international masters program but do have active programs in several countries and the method of setting the age varies. Lastly, the December 31 method provides for a larger pool of eligible athletes.

VOLUNTEER SERVICES DEPARTMENT

OVERVIEW

The Volunteer Services Department was responsible for recruiting the volunteers needed pre-Games, 40% of the volunteers needed during the Games and for scheduling, training, uniforming, credentialing and recognizing all volunteers. There were two full-time paid staff, a Director and a Coordinator. The Director was primarily responsible for the overall coordination of the volunteer effort and specifically training of volunteers for major events (opening closing, etc.) and major venues (airport, registration, etc.). The Coordinator was responsible for day-to-day operations, including registration, scheduling and database management. Both the Director and the Coordinator accepted public speaking engagements to recruit volunteers.

Approximately 10 volunteers available a minimum of four hours per week (or the equivalent of 1 FTE) helped register volunteers. Some fulfilled phone requests and others entered data into the database. One intern (someone who is unpaid but receives college credit for the experience) became available mid-May and a second arrived mid-June. The first left a week before the Games began while the second stayed through the conclusion of the sports events. A major project for one was the production of the Volunteer Handbook. A major project for the second intern was coordinating the assembly of 5,000 volunteer gift bags.

The budget for the Volunteer Services Department included three categories the Director primarily controlled: Training materials, volunteer souvenirs and volunteer/staff meals during the Games and special recognition of key volunteers. The Handbook was produced in-house for approximately \$500 against a \$20,000 training materials budget line item. The volunteer souvenir line item was similarly budgeted, but only half the amount was needed to purchase volunteer pins and pens. The Department asked for \$2,000 during the Games for food and recognition, but less than \$1,000 was used.

Nearly 4,500 volunteers were registered of which approximately 40%, or 1,800, were recruited from the general public. It is estimated the attrition rate for the general public volunteers was 50%.

All but a handful of the 5,000 volunteer credentials were distributed. It is estimated that 900 general public volunteers were actually credentialed. The discrepancy between the 4,465 volunteer names in the database and the nearly 5,000 credentials distributed is attributed to the volunteers whose names were not entered in the volunteer database. Most of these volunteers could be found in "field of play," e.g., "officials", and in medical and public safety positions.

WHAT WORKED

All of the six core functions of the volunteer effort: recruitment, uniforming, credentialing, scheduling, training and recognizing were achieved commensurate with the number of registered athletes and financial resources. As planned, 40% of the Games volunteers, e.g., greeter/host, hospitality, runner, etc., were recruited from the general public. The remaining 60% were recruited by the Sports and Support Services, i.e., medical and public safety.

Volunteers were asked to commit a total of 32 hours over the course of the Games. While some mentioned this was too great a commitment, 1,800 volunteers registered accordingly. A "Group" registration form proved very popular for affiliations of volunteers. It also was efficient from the standpoint of entering registration information.

The volunteer uniform was well accepted. It consisted of a white NIKE Games emblem polo shirt with "Volunteer" on the sleeve, a NIKE waist pack and hat, a volunteer credential, pin and pen. Volunteers were asked to wear khaki shorts, skirts or pants. Volunteers were uniformed at their first training session or their first shift, if they were unable to make the training session. In addition to its main purpose, the credential served as a bus pass and phone card. The credential became a highly coveted souvenir by volunteers and others.

Volunteer training was conducted on site a day or two before each event began with the exception of "train the trainer" sessions. Two one and one-half hour "train the trainer" sessions at a general location were held to accommodate different schedules: one on a weekday evening and one on a Saturday morning. At least one volunteer trainer was assigned to each event. Sports Commissioners chose whether or not they wanted to use the volunteer trainer assigned to their event.

Given available resources, the volunteer scheduling and training effort centered on the first athlete touch points: The airport and athlete registration booths and the key non-sport events: opening and closing ceremonies and the athlete party. That is, these were all over scheduled and training was conducted directly by Games staff or Games trained volunteers.

Use of a volunteer database and scheduling program proved extremely valuable. In fact, it is hard to imagine running an event of this magnitude without one.

Staffing worksheets were provided to Sports Commissioners to detail their volunteer needs by position to run the "field of play" and the overall event, e.g., greeter/host, hospitality, runner, etc. The data on the worksheets was input by position to the scheduling program.

The "certificates of appreciation" were produced using the Panther program on Games second sheet letterhead.

WHAT DIDN'T WORK

Lack of acceptance or understanding by the Sports Committees of the Games overall organization structure frustrated a centralized volunteer effort. With few exceptions, Sports Committees did not understand the structure or, perhaps, never embraced it. As a result, the connections to the Support Services Committees were not uniformly established which left the centralized volunteer effort almost as a stand alone one. The volunteer functions could have been more efficient and effective with a structure that was widely accepted by the Sports Committees.

RECOMMENDATIONS

Potential volunteers want to know what position they will have during the Games. Since the volunteer needs are so vast, a list of the different positions can overwhelm an audience with the result that no one volunteers. Grouping the positions in 10 or fewer broad categories would

perhaps serve to mitigate this tendency. As well, placing less emphasis on the number needed, in itself overwhelming, and more emphasis on the specific ask, i.e., "we need you!" might encourage potential volunteers to register.

In addition, grouping the positions into broad categories would ease the time requirements for data entry and scheduling while likely reducing volunteer questions regarding their assignments. For example, "what's a runner" or "I signed up to be a 'greeter/host' and you have me scheduled to be a 'runner'." Once the Games began, many volunteers simply did what needed doing. The specificity of the original assignments become superfluous.

It would be worth considering decentralizing the general public volunteer recruiting effort by designating industry team leaders who, in turn, would recruit a team to recruit volunteers from each industry. Inter-industry competitions would certainly be in the spirit of the Games!

Selecting a database concomitant with designing the registration form would be ideal. In this way, the needs of one could be addressed in the other, hopefully eliminating the need to redo (more than once!) the registration form and more importantly, eliminating the need to mail to the names in the database in order to obtain additional information necessary to use the database.

Short of using an interactive voice response (IVR) system, a universal deadline for closing athlete registration would facilitate scheduling the specific events, e.g., heats, matches, etc., and thereby, scheduling the volunteers. Once a master volunteer schedule is sent to the sport, changes must be made through the sport. To do so, sports must be equipped to handle changes.

Shirt sizes for volunteers should perhaps assume a 50:50 male to female distribution. Sizes should include "small", primarily for younger volunteers, e.g., ball kids. Most volunteers wanted to present a neat public appearance. Women preferred small, medium and large and men preferred large and extra large.

Ideally, volunteer credentials should be numbered with a volunteer I.D. number or the volunteer's name.

SUPPORT SERVICES DEPARTMENT

The following report covers the structure and planning process for the Support Services Department. Comments, opinions and reflections on the Games organization are from the perspective of the Director of Support Services. Additional summary reports are included within each area from a variety of Committee managers and consultants employed by the Games.

The scope of the Support Services Department broadened as the Games approached. This was due to other departments being eliminated (Events), and lack of funding to hire additional staff for project management.

DEPARTMENT ORGANIZATION

The Director of Support Services was contracted on a monthly basis from March 1 to June 30, 1996. This time period was spent on "duties as assigned". Projects included projecting the athlete numbers per sport and desired regions of the world to be represented, drafting venue and sport commissioners contracts, secretarial support for the Director of Operations, projecting hotel capacity and peak visitor days, designing and producing the early staff uniforms and development of the Support Services budget and business plan. This period also afforded time to learn about the Games, its organization and review historical documents from the previous Games as well as other large multi-sport events.

The Director of Support Services was hired full time starting July 1, 1996 through September 30, 1998. It is recommended the termination date be extended to at least two full months post event. Many agencies, consultants and committees had massive data to evaluate and write their reports from. These reports continued to come in as late as the end of November 1998.

The Support Services Department was structured on a Committee basis. Key volunteers were recruited and assigned as Commissioners of the Committees. In critical areas, consultants were contracted to perform the necessary organizational and planning services. Consultants were utilized in Food and Beverage Management, Transportation Services and Public Safety. In future events without such budget constraints as we experienced, it is recommended hiring additional consultants to also manage Medical Services and Telecommunications.

Staff support within the organization was hired to manage accommodations, warehousing and logistics. A Staff Assistant for the Support Services Department was hired in September 1996. This provided more than secretarial support as project management was also a crucial part of this person's job description. Additionally, general office management became a part of her duties (ordering office supplies, equipment repair, etc.)

The Senior Manager of Protocol and Events was hired January 2, 1997 through September 30, 1998. This appeared to be a good time frame for the position's duties to be accomplished. Had it been known at the time that the final responsibilities would include Special Events and Management of Celebration City, the early months would have been more productive and afforded better time management. Instead, long hours were required in the couple of months just prior to the Games to complete these projects.

The primary duties of the Sr. Manager included the planning and oversight of the "direct servicing" committees. This included Athlete Services, Airport Services (volunteer and information support while logistics of airport services such as baggage and transportation remained under my direction), Award Ceremonies, Language Services, Information Services, Hospitality and Protocol and Sport Specific Special Events. By the time the Games approached with no Event Department within the organizational structure, the Sr. Manager was assigned to manage Celebration City and assist the COO in coordination of the Opening Ceremony and Athlete Party. This spread the Support Services Department too thin. Additionally, without a true Communications Department by Games time, the design and production of the Souvenir Program was entirely handled by the Support Services Department under the supervision of the Sr. Manager.

Another project managed by the Sr. Manager was coordination of fulfillment services. Fulfillment included the procurement and assembly of the athletes' goody bags and volunteers' gift bags. Good team work and coordination between the Marketing, Volunteer and Support Services Departments accomplished this task without problems arising. Free warehouse space was negotiated. Marketing worked closely with the Games sponsors and suppliers to have product delivered directly to this warehouse on time. The Volunteer Department provided a core group of volunteers to handle the process of assembly.

The Support Services organization chart follows as well as the department's business plan. A time line task sheet for the department is included. A summary of each committee's work follows within the Support Services Final report

In general, early months were filled with community awareness speaking engagements and meetings. It was recognized early in the fall of 1997 that the Committees could not begin their planning or be fully formed without community awareness. This seemed to plague Support Services throughout the entire process of planning for the Games. Future events would do well to have in place a well-organized public relations plan that is implemented by professionals.

For Support Services to contract appropriate business services and solicit committee participants, people needed to know about the Games. By working through local Visitors Bureaus and Chambers of Commerce in the communities where events were scheduled to take place, appropriate contacts were formed. The Portland Oregon Visitors Association played a key role in these introductions to the outlying communities as well as facilitating appropriate business contacts within Portland. Once the Sr. Manager was hired, the continuing community relations were shifted to her oversight. She handled the majority of community awareness and media information to the outlying communities.

The recruitment of Committee Commissioners fell into place once first meetings with key individuals were held. The larger, more complex committees such as Public Safety, Medical and Transportation had bi-monthly meetings by January 1997. Others committees met on an as needed basis. The reports that follow include summaries of each committee's work.

A growing database, committee meetings and planning for the Games was in full swing by January of 1997. Only a few committees remained to be formed such as Sanitation, Signage, Warehousing and Telecommunications. These were formed in the early spring of 1998.

GENERAL OVERVIEW AND SUGGESTIONS

There are many ideas and suggestions one can have in hindsight. Having the right tools available to get your job done is a must. Little things that provide better use of time and decrease frustration levels were often the best solutions.

Several committees carried on communications electronically. Although no other Games staff required it, early access and use of an electronic mail system became a crucial means of communication. Additional support equipment needed to make use of valuable time were a cell phone and pager. Few other staff had the need, but growing contacts and committee work was facilitated by having these to use by January of 1997.

The production of the 1998 Games was accomplished at a level of quality unseen in past Games. Although many obstacles from budget constraints and organizational pitfalls presented constant challenges, the efforts of a small hard working staff accomplished the many tasks to make this a fabulous event for the attending athletes. The following critique involves suggestions for future event organizers to consider in their planning. Many situations and dealings are unique to this event and location, the ambiance of the community and state and personalities of the staff.

The office was set up as an "open" teamwork concept. Everyone kept important information in clearly marked binders accessible to all. This was much better than keeping things filed away as all of us had overlapping responsibilities in many areas. A small staff meant we all had to work cooperatively and be supportive. As with any event, intensity is the mode of operation.

In retrospect, I feel the Support Services Department was overwhelmed with more than its share of work. This was due in part to the financial constraints which limited the number of staff hired to get the job done.

One of the biggest challenges was obtaining critical information from the Sport Commissioners. Most difficult was obtaining competition times and schedules and secondly, having liaisons from the sports assigned to the various planning committee meetings.

It was important in solidifying and contracting services to have the hours of the competitions provided. A model was suggested to the Sport Commissioners, that competitions begin between 7 and 9 AM and cease by 5 to 7 PM to allow for the athletes to have the evenings free. Most Sport Commissioners were not able to provide time of competitions until just weeks before the Games. Many sports provided model competition schedules after continuous requests, but at Games time it was apparent that these were not going to be followed. It appeared that the Sport Commissioners were not encouraged to stay with more reasonable schedules, hence, sports such as Football began at 3 PM and continued until after 10 PM. Baseball canceled fields the night before as their week of competition progressed. Notification of Games HQ was nonexistent and this information was received from a variety of sources. Sports competitions were scheduled in conflict with Opening and Closing Ceremonies as well as the Athlete Party.

The Sport Commissioners demanded services despite their own lateness in providing their information. As a result, support services such as logistics, deliveries, shuttle schedules and routes and public safety support were constantly being adjusted on a daily basis. One can

imagine the complexity of designing a shuttle bus system that also utilizes the public transit schedules. It is impossible to design a system without knowing how many or when a particular sport begins and ends. Additional costs were incurred as a result of last minute extensions on the contracted shuttle buses. Volunteer staff such as medical who were recruited and volunteered for 8 to 10 hour shifts ended up working 16 hours and longer, or were unable to fulfill their assignment, leaving the games organization to scramble to meet demands.

The Support Service Committees were designed to include a representative from each sport to each appropriate committee. This was to serve as a link or communication tool so that the sports would receive updates from the committee work that they could then relate to their sport people. On the other hand, sport specific needs, schedules, and expectations could be relayed to the committee for consideration into the plans being laid. For the most part if someone from a sport did attend the committee meetings, it was often the Commissioners themselves, as a sport organizational structure had not been developed that appointed someone else to this task. Additional burdens were placed upon the Support Services Department to try to exchange the needed information by personal phone calls or emails.

An organizational change to consider in the future when an event has such a large number of venues scattered across such a wide area that Sports and Venues be split into two separate departments, both still under the Operations Department. As a Director of Venues and Facilities, additional responsibilities could be "off-loaded" from Support Services and Sports and be more in line with the venue management needs. They should have oversight of Warehousing, Logistics, Telecommunications, Sanitation and venue equipment needs (ladders, extension cords, electrical and phone lines, tents and other temporary structures, etc.). This would leave the more traditional support servicing areas such as transportation, public safety issues and medical under the Support Services Department. The biggest challenge Support Services had with the venue side of things was the last minute changes in competition venues and lack of venue maps for logistical use. The impact of the change in the Table Tennis venue was minimal and due to financial constraints, but the last minute change in others such as one of the golf venues had more of an impact especially as it concerned transportation and public safety issues. Ideally, contracting of all venues at least a year in advance would have facilitated service negotiations and planning by support services. As it was, delays occurred in some critical pathways for support services because venue contracts were not finalized.

Technology support was another area of frustration to Support Services. Due to lack of computer equipment for staff in July of 1996, a laptop was critically important. The speed and capacity of the laptop quite surpassed the computers which were donated at this time. Having a portable laptop was advantageous to have at various committee meetings for transcribing minutes and sharing data with the other members. In the spring of 1998 a computer sponsor was obtained, but it was past a critical time period, and to transfer files and convert to a PC base was not good use of the valuable and limited time remaining.

Technology support alluded the Support Services Department. Donated computers with limited speed and memory capacity hampered and frustrated the Support Services Staff throughout the entire Games. Simple tasks such as mail merges and database management were slow, time consuming and based on the use of an Excel program which proved very inefficient. As the

Games were critically concerned that the software program which had been developed for registration, time and energy were needed to be focused on rectifying the registration database problems. Once the registration was under control, technology spent their time on development of a results system. Additional support requested such as CD-ROM's, zip drives and additional programs (registration database access) were unfulfilled, due to time constraints.

Approximately two months before the opening of the Games, a customized database system was instituted that managed the volunteer demographics and availability to work the venues (i.e. committee members and Games time volunteers). This was a critical time for Support Services to be managing other projects and it was not fruitful spending the time converting the committee lists into the new system. Most of our mailings, meetings and newsletters were already suspended as actual planning was done and implementation was beginning. Also, the support service volunteers and committee workers were part of the planning group and had defined key duties at Games time and therefore would not be "scheduled" into shifts provided by the computer. Although the database management afforded by the Panther System was excellent, it came too late for alleviating the previous year's frustrations with data manipulation. The Panther system had been presented to the Games in 1997, but at the time it was unaffordable.

In future events, the Marketing Department needs to work more closely with Operations Department. Contracts and promises were made that fell upon operations to provide. Some were unreasonable (the amount of corporate signage at every venue) or impossible to fulfill (parking spaces). In our event, Marketing was focused on the big sponsors. The Operations Department was discouraged from pursuing any "middle" or "low" level partners until the big accounts were signed. It was evident that many supplies for the production of the competitions and events could be secured through sponsorship. In the end much was obtained from small donations, but this was solely the work of the Operations Department. Sealing these deals came at a critical time when other operational plans needed our attention. Had marketing allowed, most of these could have been secured well in advance of the Games. It is also evident that these official "providers" had no conflicts with the large corporate sponsors. Marketing needs to be actively in charge of procurement of all the items needed to run the event.

The budget was constantly being revised. The effect the reduced budget had on operations was significant. However, we were able to absorb certain cuts in the budget because the number of participants fell below the early expectations. The amount of time Support Services spent on budget adjustments and analysis was significant. Although this was mandatory, this placed additional burdens on the department by taking time away from other critical projects.

ACCOMMODATIONS

Per the original Business Plan, the goal of this committee was to facilitate reservations for accommodations by the various individuals and groups coming to Portland for the Games. A travel services company was the first sponsorship signed by the Games, and the management of housing and travel appeared to be in good hands.

In September of 1996 a general housing and reservation plan was developed in conjunction with the travel services company. Upon early analysis of the Portland and region's market, it became a concern that there was a significant shortage of hotel rooms. This was based on the projection

that the Games would be bringing 75,000 to 100,000 visitors to the region, an assumption further complicated by the fact the normal Portland hotel occupancy in August runs greater than 95%.

An aggressive program was initiated to book as many hotel room blocks as possible and to facilitate the athletes' room reservations into these blocks. This required extensive time traveling to the outlying communities and making presentations about the Games to the local hotel sales managers. Presentations were also made to the metropolitan hotels by means of various association meetings. This was followed by individual meetings with each hotel to tour their property and sign the contracts. This project was supported by the travel services company which sent additional staff to Portland for a period of three months. In the end, the Games had successfully booked room blocks in over 160 hotels.

A standard WMG booking contract was designed and used to make tracking simpler from the Games point of view. A few hotels chose to write their own contracts with booking penalties. The travel services company assumed complete management of the contracting and reservation process.

The contracted hotels were then segregated into geographic regions and "assigned" to service specific sports. This was convenient for the athletes who could be placed close to their venues, and allowed us more easily to use transportation shuttle routes to service a group of sport specific hotels.

Alternative housing options were also explored. Creative ideas included bringing a cruise ship to Portland to use as housing, camping referrals, dormitory bookings and home stays. The cruise ship idea proved to be too expensive without sponsorship. A phone number sponsored by the Oregon State Park system provided limited camping reservation information. Dormitories were affordable and much sought after by the athletes. However, only dormitories in Eugene were contracted. The few colleges and universities that exist in the Portland area had no rooms available due to the start of school during the time of the Games. It was evident that the management of a home stay program would be time consuming (it is very labor intensive in the recruitment and matching process) and it would have presented some potential liabilities to the Games. RFP's were made and two local companies responded, but after careful consideration and the realization it was not profitable, the program was dropped. In hindsight this was a good decision as only a handful of participants inquired about home stays. Several Portlanders did call and offer to host. A limited number of hosts were used for the Games' VIP guests.

Continuous problems with the reservation system soon began to plague the Games. First, the toll free 800 number often failed, frustrating the athletes and limiting Games promotional exposure at critical times. It had been hoped to also use the 800 line to register the athletes for their sports. Unfortunately, the operators were taking inaccurate information, and it soon became evident that the software they had developed to do registration was not working properly.

By the time it was decided that housing would be managed in-house by the Organizing Committee, the Games already had incurred many obligations associated with housing. These included wide circulation of housing reservation forms sent out in all registration packets, hotels concerned with the slow bookings, hotel cancellation penalty payments looming, and the reality

that the Games were facing lower-than-anticipated participation numbers. With just six months to go before the Games, a Housing Manager was hired. Hotel contracts were canceled or blocks reduced significantly.

The wide range in pricing and amenities of the contracted hotels led to the development of sport specific reservation forms. A tiered system for each sport's group of hotels was presented on the form. A campaign was launched to solicit headquarters hotels for each sport. In part, this was due to budget restraints. The Games were obligated to house the many sport officials coming for the Games and the donation of rooms was desperately needed. This also had a direct marketing benefit to the headquarters hotel as the athletes chose their sport's headquarters hotel about 80% of the time.

In the few short months before the Games, with limited Games staff available to deploy to help manage the housing, the Portland Oregon Visitors Association (POVA) quickly offered their support and expertise. The long desired computer management of available rooms and the reservations could now be handled professionally and accurately. Housing reports were generated to meet the needs of the hotels and Games. Additionally, the Visitor's Association provided staff support for the data entry so customized reports could be run. The ability to generate reservation tracking reports by hotel, alpha by attendee, attendee by sport, pick up percentages per hotel and a general overall summary report was imperative. Without these and the help of the Portland Visitor's Association, the Games could not have successfully finished the housing project started by the travel company.

Clearly, taking housing management under the organization of the Games is not wise, but the Games had no choice. A well established travel company or the local housing bureau such as that typically contained within the Visitor's or Tourist Bureau should be well equipped to manage the housing needs of the World Masters Games. Alternatively, future Games could simply provide a list of the local hotels in the registration packet and let the athlete book directly which would totally remove housing from Games involvement. However, as discussed below, booking sport officials and guests of the Games would still need to be done by the organizing committee.

Another area that needs particular attention and is quite time consuming is the servicing of the larger tour groups. It was anticipated that the Games' travel company would interact with these groups. Travel companies and tour groups associated with the previous Games and others that serviced athletic groups were contacted. Many proposed travel discounts were offered over the course of six months. Very little response was generated from any of these group travel organizers. In retrospect, it was not worth the time trying to recruit them to do the athlete recruitment for the Games. Those tour operators that were intending to send athletes to the Games had many questions and requests. Charter buses were contracted for them, hotel reservations made, meal plans with the hotels negotiated on their behalf and a multitude of other service issues. Most of these groups also "found us" and were not on the original contact lists. It was evident that the athlete chooses his own travel agent or company to handle his travel arrangements. It is just not realistic to expect a foreign athlete to book their travel through a locally operated company or 800 number. International travelers will use those companies based in their home country and with whom they have an established relationship. Thought should also be given

to who will handle the tour groups within the Games organization for those issues relating to the actual competitions.

The housing of the sport officials also imposed excessive time and housing management requirements on Support Services. It became obvious that many more officials than originally budgeted were coming to the Games. No constraints appeared to be placed on the Sport Commissioners in this matter. The original number of projected sport officials and room nights required for them more than doubled within four weeks of the start of the Games. The complimentary rooms guaranteed either by original contracts (typically one free night's stay per 50 room nights booked) or those solicited with the Official Sport Headquarters Hotels certainly helped finance the housing of the officials.

Some sports which had some of the highest number of officials were well organized and submitted the names and itineraries of their officials in ample time. Also, these sports stayed within their budgeted housing requirements. Others booked hotel rooms for their officials themselves without regard for costs or notification to the Games. Careful review of the data should help better estimate the anticipated number of officials to be housed during the Games. Policies and procedures relating to housing for official need to be established.

Other considerations with housing are the transfer of funds to reserve rooms. Hotels in the US accept credit card numbers to hold as a deposit on the room reservation. Many foreigners do not use credit cards. The delays in transfers of between bank accounts, accurately quoting the amounts required and matching the wire with the right people can be quite time consuming. Also, much correspondence back and forth occurs in the process.

Weightlifting at the 1998 Games was their World Championships. Many of the athletes were sent by their national governing bodies. A decision was made to request a deposit of \$50 per athlete towards the room deposit. This was a nearly impossible to administer. First, the amount wasn't enough to cover the first night. Secondly, many times the athlete sent in the hotel reservation form and expected their national office to separately send the funds to cover the room. The cross-referencing of who belongs to which country's group was most laborious. Fortunately, the hotels were tolerant and reserved the rooms without deposits and POVA loaned us staff to help sort this out. Accounting challenges arose as well when an athlete canceled his trip and asked for a refund. In future events, we suggest the Games do not collect cash and do not allow one sport to follow different procedures than the others. Housing is a time consuming, detailed project and the simplest way to manage it should be developed and utilized.

Lastly, Support Services spent significant time and energy with the bigger hotel properties that were slow to have bookings and consequently unhappy. Perseverance and ingenuity were applied to the challenge which resulted in reduced room rates at these properties. This made the sale and promotion of the room blocks much easier. The outlying hotels with the lower rates and closest to the sport venues filled the quickest. The downtown properties were not convenient to the venues and were more expensive. By lowering the rates and designing the shuttle systems to better service the venues from these hotels, we were able to increase of room blocks. Additionally, by negotiating with these prime hotels for sponsorship benefits and then co-marketing, relationships were promoted.

AIRPORT SERVICES

Early meetings were arranged with pertinent airport department managers. In the bid for the Games, the Airport re-construction was expected to be fully completed by the spring of 1998. This would ease the airport staff's handling the expected surge in capacity surrounding the Games. It was evident 18 months in advance of the Games that the airport remodeling construction project would not be completed on time. The interference in the traffic patterns, off site parking (the parking garage next to airport was not complete), rental cars located off site and major baggage claim area construction lead to a problem solving approach during these committees meetings. The airport public relations/marketing department took the lead in coordinating and facilitating the planning efforts at the airport.

August is traditionally the highest passenger flow time for the Portland Airport. Early expectations of 25,000 athletes and their families caused some initial concerns. Flow charts were devised and provided to the major airlines. The larger airlines considered bringing in higher seat capacity jets if the demand arose. In the end, only one airline adjusted plane size on three daily flights during the two weeks of the Games.

Although Portland is an international airport, there are not that many direct international flights into Portland. By meeting with US Customs officers at the airport, alternate staffing plans were devised if a significant number of charter flights had been scheduled for arrivals. This was anticipated as the Brisbane Games did have some charter flight arrivals. At the 1998 Games, no charter flights came to Portland associated with the Games. The US Customs officers were also instrumental in assisting the Games staff in notifying other US ports of entry through their normal business communication links. This was crucial since "shooting" was a Games event. The importation of guns for sporting events has specific legal regulations. This is covered under the Public Safety Committee report. Since shooting ultimately drew only US participants, this too became a non-issue.

Baggage, particularly oversized baggage, was another topic of concern for airport and airline staff. With the normal baggage handling process disrupted by construction, only one over-size baggage claim shoot was open. If airlines were sold out and there was significant numbers of over-sized baggage on the flight, some baggage was diverted to later flights (e.g. bicycles, golf clubs, sail boards). A system for handling the arriving passengers who may become angry when their baggage did not arrive on the same flight was designed with the help of airport staff and volunteers scheduled to work at the airport information booths. With decreased numbers of participants from the original projections, airport logistics ran smoothly. Only a couple of cyclists had some baggage delivery inconveniences. The bicycles were delivered by the airlines direct to the persons' hotel.

The Port of Portland was also instrumental in increasing Games awareness. Working with the public relations department, the Games were able to place our tri-folds and posters at information kiosks at the airport starting about 10 months ahead of the Games. Through its various regular publications, the Port was able to target different groups. The newsletter to Port employees carried general Games information and solicited for volunteers. A newsletter to airport store employees and airport staff carried more detail about the plans for the airport reception. A third publication was available at different locations within the airport.

The Games also had the opportunity to erect a display booth at the major intersection of Terminals D and E. Only community promotions (no corporate) from non-profit groups are allowed to use this area. A permit process and contract was signed one year in advance of the Games reserving the month of August for the Games' display. Continuous vandalism made maintenance of the booth difficult.

Three weeks prior to the start of the Games, the Port drafted a letter welcoming the athletes to Portland and provided basic information on maneuvering through the construction. The letter also included a reminder from the Games to register and pick up their credentials at the Convention Center. Directions on how to get there from the airport were also included. A pre-printed pamphlet with airport map was enclosed as well. No internationals were sent the letter due to mailing costs and the fact it was so close to the start of the Games and timely delivery could not be guaranteed.

The retail stores at the airport were very interested in selling Games merchandise. Our licensing agreement with Midwest Trophy did not allow us to enter into agreements with most of these stores. During the month of August, the market stores at the airport did all display specially made welcome posters produced by the Port.

Ground transportation from the airport to the hotels and Convention Center (Celebration City) is moderately difficult under normal circumstances. Despite ground transportation located off-site due to construction, no complaints were heard from our visitors. Financial constraints prevented the Games from assisting the athletes in getting from the airport to their hotels. However, it is not necessary to provide such transportation assistance, and it would be unwise to spend funds on it. The athletes should be expected to provide for their own transportation. A special fee-for-service line direct from the airport to the Convention Center was explored, but the bus company did not have enough existing inventory to set this up (all buses were being utilized for the shuttle system).

Early meetings and good lines of communication with airport security proved beneficial in the later negotiation for the acquisition of office and hanger space to house the special helicopter teams brought in for the Games. These special squads (bomb and swat teams) were stationed and deployed at the airport location. This was primarily coordinated through the Public Safety Committee and is included in their summary report.

Good working relations with the airport committee members afforded smooth operations of services at Games time. This committee worked well together and appeared flawless in its preparations.

Another group called P.A.C. (Portland Airport Coalition) met monthly. This associations members were hotels and businesses located geographically close to the airport. The hotels, for example, share complimentary shuttle services for their guests to and from the airport. Information about the Games and updates were provided for them. This was a beneficial community outreach which successfully kept the Games in a positive perspective.

ATHLETE SERVICES

Athlete Services was designed in the Committee structure. It was intended to have the Sport Commissioners recruit an individual from within their sport to serve as a Liaison to the Committee. The primary duty of the athlete services representative was to coordinate the distribution of the field of play. The Sr. Manager of Hospitality and Protocol oversaw athlete Services and a full summary is included in that report.

AWARDS

The marketing department solicited RFP's. Midwest Trophy was awarded the bid for the medal design and production as well as the designation as official licensee. The medals designed were a highlight of the 1998 Games products. A unique, never-done-before manufacturing process resulted in exquisite medals. The cost for a set of gold, silver and bronze medals was \$39.46. A multi-colored unique ribbon with the Games logo further enhanced the quality and magnificent presentation the medals made. A commemorative medal of pewter for general purchase was a big hit for those athletes who did not win medals. The opportunity to engrave the medals was also popular with the athletes.

With high production costs, orders were required many months in advance. The first order and payment for 50% of the medals was placed in January 1998. The final order was extended from April 15 to June 15 in order to try to more accurately anticipate final competition numbers. Even as late as June, competitions were dropped or adjusted. The Sr. Manager's summary includes overage amounts that resulted in the medal counts as a result of late decisions in the competition events. Future events should carefully study and determine early on what sports and events within the sports will be conducted.

The Sr. Manager was responsible for the development of the awards ceremony. Her report summarizes the planning process and recruitment of volunteers for managing the project. Awards podiums were designed and built by the School to Work Program. This is a cooperative association between the business community and the schools to provide real work experience for students. This was a very successful program in the building of the awards stands and information booths. Lumber and paint were donated and the students completed the project in a timely manner. The signage company produced the decorative boards that were applied to the front of the stands. Only 10 stands were produced and logistically these were moved from venue to venue by the Games logistics teams as needed.

CITY PLANNING TEAM AND GOVERNMENT RELATIONS

City Planning Team was not originally a part of the organizational structure of the local organizing committee. A working team with representatives from each Portland city bureau and the Director of Support Services was instituted by a resolution passed by the Portland City Council in July of 1997. Dennis Nelson was appointed by Mayor Katz to chair the City Planning Team. This team proved to be very successful in supporting the efforts of the Games. They assisted the organizers in communications with the political arm of the city and guided us through many departments and bureaus for smooth Games' operations. Specific areas of assistance covered traffic and transit challenges, information on road construction projects (potential interference with cycling events, the closure of a major downtown bridge and shuttle routes), permits for street pole banners and

wall murals, permits for parades (which was considered up until a few weeks before the Games), Sister City relations and general government relations.

With little Games staff time available to take on additional projects, the City Planning Team served as a wonderful tool for getting answers and advice quickly as our planning progressed.

A government relations plan was partially developed but due to lack of staff within the Games organization it could not be implemented fully. Efforts were made to disseminate as much information about the Games as possible to politicians and government figures.

Public services impacted by the Games such as police, fire, medical, traffic and transportation are regulated by political appointees. It was not uncommon for conflicts to arise in planning for the Games as these agencies spent planning time without full support from uninformed department heads. As a result, the Support Services Department spent time participating in informative meetings with various governmental agencies to provide background and up-to date information about the Games.

The City Planning Team produced a fiscal impact analysis as requested for presentation to City Council. Future recommendations arose from this study including continuing use of the model of a City Planning Team for large events and to have better coordination and information sharing between entities bidding on events for the city and region.

The City Team also involved the Portland Sister City Association. It was hoped that connections through the various international "Portland Sister Cities" could provide a source of athlete recruitment. Meetings with the Sister City Associations as well as meetings with the Embassy Corps in Portland saw very minimal recruitment efforts materialize. Hosting social gatherings at Games time was also explored with these associations. Three local organizations did host functions for the Games athletes but these were independent from the above mentioned associations.

A questionnaire was developed by Portland's International Affairs Department, translated into four languages and distributed at Games time. The purpose was for their feedback on the visitor's services provided by the city. Results of the survey are unknown.

Tangential to the City Planning Team were the efforts of the Oregon Tourism Commission (OTC) and POVA. Early in Games planning this was a project area of the Support Services Department as it related to the work being done with various tour operators and travel agents worldwide.

Both OTC and POVA have several international promotional tours yearly. Their outreach to foreign countries in the promotion of Oregon was anticipated to assist the Games in athlete recruitment. Unfortunately, the Games had no budget to send its personnel along on these organized tours.

As the Games' budget decreased, efforts to raise financial support from the states of Washington and Oregon increased. The Public Safety Committee assisted by providing a financial impact report. This was presented along with a Games request for funding from the Oregon Emergency Board. This was unsuccessful. The Director of Support Services also met and briefed

Washington's Governor Locke's staff. While no financing was obtained, new policies were established between Oregon and Washington concerning mutual aid support agreements.

EQUIPMENT, WAREHOUSING AND LOGISTICS

In 1997, tasks for Support Services included development of the various equipment needs for the support of the competitions. This did not include the sport equipment but rather items such as tents, trailers, fencing, golf and utility carts, copy and fax machines, etc. Preliminary matrices were developed. The planning and procurement of such items was later shifted to the Warehouse/Logistics Manager nine months prior to the Games. Continued budget cuts required significant additional time spent re-working and paring down the equipment needs lists.

Procurement of donated warehouse space was obtained in the fall of 1997. This included approximately 8,000 sq. ft. of secure space. Loading dock facilities attached to the warehouse is recommended. The location, although distant from the Games' offices, had easy access, abundant parking and was located close to the largest and busiest venues. The Warehouse also became the Volunteer Headquarters during the Games. This too proved to be logistically a very good decision.

Lockable storage was planned and provided at all of the large venues. Indoor venues had lockable closets provided for our use. Smaller mobile venues such as Cycling, Triathlon and Golf used rental trucks. Additional limited warehouse space was used on the opposite side of town, mainly for Pepsi product distribution.

In early 1998 due to the overwhelming work load on Support Services, the COO assumed oversight of the Warehousing and Logistics Manager. At Games time, venue set up and retrieval of equipment after the completion of the competitions was managed by the Logistics Teams. The first week of the Games faced many challenges with final venue set up. The Operations Department was left to procure numerous items the Marketing Department had not been able to secure from sponsors. The massive influx of items into the warehouse only a couple of weeks before the start of the Games made cataloguing and distribution very difficult because of extremely limited number of staff for the task. This pulled the Warehouse/Logistics Manager off of other critical tasks leading to somewhat of an unorganized "scramble" to get the venues set up on time. Other details are covered in the Warehouse/Logistics Manager's final report.

FOOD AND BEVERAGE SERVICES

IMGA bylaws state that food and beverage must be available at all venues for the athletes. The Management of Food and Beverage Services was contracted to Winning Ticket Strategies, headquartered in Vancouver, WA. The decision to hire a consultant to manage this was definitely the right way to go. Many food and beverage service laws abound which was complicated by the expanse of the 1998 Games which had 60+ venues in different county, city and state jurisdictions. It was also determined that Food and Beverage sales can be a revenue source. Although revenues fell short of projections due to the lower participation numbers, enough revenue was returned to cover the management expenses.

The consultant's responsibility was to manage Food and Beverage Services (F&B) at the sport venues. Services perceived, but not within the scope of his written contractual agreement with the Games, were marketing issues such as conflicting sponsor signage and product sales, F & B for the special events and Celebration City, food for the sport and venue volunteers, ice procurement and distribution and bottled water sales. For the most part consultation and services were provided without additional charges. For future events more generalized definitions for the F&B project management should be considered. All sponsor servicing issues such as conflicting signage and product sales should be negotiated and then monitored by the Marketing Department, not Support Services.

For most facilities, existing F & B was in place. For these locations, the coordination of existing sponsors' signage and Games sponsors became a sensitive issue. Fortunately for the Games, the majority of our sponsors were also the existing venue beverage or food provider. All venues had their menus reviewed and adapted to meet the masters athletes' preferences. Pricing was reviewed as well to prevent gouging at Games time.

Bottled water sales were added to the F&B Managers duties when it became clear this was a revenue source. When writing venue contracts, it warrants including clauses that clearly give the organizers the opportunity to sell and profit from all revenues generated during the event from F&B, alcoholic beverage sales and bottled water. The biggest net revenues can come from alcohol and bottled water sales.

Original plans were to sell bottled water with the Games logo on it. Pepsi as a sponsor did produce this item. As negotiations with Pepsi were pursued by support services to allow non-profit charity groups such as Special Olympics and Little League clubs to sell the bottled water, Pepsi became enamored with the concept. They quickly expanded the project to include sale of Pepsi product sold to the Games at cost which was in turn sold for profit as a fund raiser by these groups. Additionally, Pepsi provided shade tents and the barrels for product display and sales. Signage was provided by Pepsi, and all recycling costs were redeemable by the groups as an additional revenue source. Sales were disappointing and did not reach projections primarily because of low participation numbers and few spectators. All groups did make some profit.

Due to Games staffing shortages, the F&B manager assisted the Games in negotiating the procurement of ice. A partial sponsorship was obtained by a reduction in price and delivery charges waived. By coordinating the ice procurement, F&B vendors, the groups selling Pepsi product and the Games medical, hospitality and athlete needs were all handled professionally.

Logistically, the sights to strategically locate ice merchandisers were plotted. Because budget constraints limited the number ordered, they were geographically placed in the Portland metropolitan area at venues to best support the logistics teams in daily ice deliveries. Each merchandiser measured 4x6x4 ft and provided locked storage for several 40lb. bags of ice. They were scheduled to be re-stocked by the ice company every 3 days, more often on an as-needed basis by a paging notification system.

As the Games got underway, poor coordination and logistics team management prevented the timely delivery of ice to the venues. After the first few days, the delivery problems were corrected.

In outlying venues, sport volunteers were relied upon to purchase ice locally to support the needs of their sport and venue. Also hampering the logistics of the ice delivery was the lack of ice chests at the venues for medical purposes.

Provision of water and Allsport (ergogenic power drink) for the field of play was by the Athlete Services Committee. Logistically there was a shortage of containers and daily filling and re-filling was not well organized. Again, the Sport Commissioners were to have designated a volunteer liaison to the Athlete Services Committee to coordinate this service. Few did and at Games time available Games volunteers of the Games logistics teams took care of this need.

At the larger multi-sport venues F&B Services managed the contracts for the Beer Gardens. These were subcontracted to different vendors for management with a revenue sharing opportunity built into their contracts. This proved advantageous to the Games as it shifted the liability associated with alcoholic beverage sales to the vendors instead of the Games. This protected the Games, as well as saved on the expenses of additional insurance coverage. There was a positive revenue stream from these venues. The Beer Gardens were popular with the athletes and added to the festive nature of the venues. Wherever possible/feasible this concept should be carried through in future Masters Games. Liability issues and US Laws hampered the more extensive provision of such entertainment. Support services provided written Alcohol Management Plans for each venue vendor contracted by the Games. This was mandated by the state Liquor Control Commission. A good relationship was established with this control board and the Support Services Department in the early Games planning process and hence led to smooth operations without incident at Games time.

Winning Ticket Strategies, which managed the F&B Services, provided a summary of their work with the Games. Please refer to this attached summary for further details. Overall, the right management team was hired and they executed the F&B Services remarkably well. There is an incredible amount of details involved in providing such services and contracting a professional to manage it is the only way to go.

EUGENE ATHLETE PARTY

The local organizing entity contracted to run Athletics in Eugene was also coordinating the Athlete Party. Support Services requested RFP's and reviewed all proposals to assist with matching the tight budget constraints the Games were up against by this point. The local organizers in Eugene were responsible for contract preparation and facilitating the negotiations. It was disappointing to receive a draft contract less than a week before the event. Due to uncertain numbers of athletes participating in Athletics and the numbers committed to attending the event made for complications. In the end, the event was combined with the volunteer party by allowing volunteers to attend the affair. It was disappointing to have the support and evaluation by a willing F & B consultant be refused by the local organizing group, to receive no final accounting of actual numbers served and to have no contract written to Games specifications.

Other sports also had Sports Specific Special Events such as socials and BBQ's. The F & B Services group did provide recommendations on caterers and contracting. These events were not monetarily sponsored by the Games, but had the potential to be revenue producing to the Games. Other opportunities for revenue sharing with these events abounded in exchange for

provision/purchase of the sport officials' meals. Despite these suggested contractual considerations, no follow-through occurred and there were no revenues generated back to the Games from these events. It would be wise to explore these opportunities at future events.

HOSPITALITY AND PROTOCOL SERVICES

As defined in the organizational chart, the Sr. Manager in the Support Services Department handled all aspects of the Hospitality and Protocol servicing. Her summary reflects the planning and implementation done.

Many Heads of State and dignitaries were invited to the Games. Such persons decide very late on their scheduling and the announcement of their arrival is typically just a few hours. No dignitaries attended the Games.

The Games was prepared to handle any situations that arose if a dignitary visited. The Public Safety Committee had well formulated plans to handle these individuals. First, who actually is a dignitary was defined. This is an individual who has protection provided by their government in their home jurisdiction. This does not include celebrities or CEOs who might have private security guards unless recent threats place them under temporary protection. The US Secret Service office in Portland organized the planning and would have provided the necessary agents had the situation arose. The local police agencies were involved in the planning and would provide additional support at a venue.

The Secret Service conducted special classes six months prior to the Games for the local law enforcement agencies. These special training classes were eagerly attended and provided one more legacy to the law enforcement community. Normally such training classes are held for limited numbers only yearly.

In May of 1997, a visit to the US State Department in Washington DC provided an introduction to the Protocol Department personnel. Their support and resources would have proved beneficial had formal entertainment or dinners in association with the Games materialized.

INFORMATION SERVICES

The summary of this Committee is included in the Senior Manager's report. An extensive information binder was developed for each venue and was available at all information booths.

PORTLAND MAP

As a part of information for the athletes and visitors, a map showing all the sport venues and directions to them was imperative. Early research and pricing led to introductions with a local map company that introduced the idea to their corporate headquarters. What ensued was a great sponsorship from Thomas Brothers Maps, Inc: 250,000 maps were manufactured as were 30 larger laminated display-quality maps for use at the information centers.

The map project was managed by support services. It also proved to be a significant promotional opportunity for Games sponsors. The Marketing Department contributed logos and design ideas. Schedules for the competitions and Celebration City were incorporated. Besides including a map

in every athlete and volunteer gift bag, large volumes were distributed to corporate sponsors such as post offices, bank branch offices and all hotels.

LANGUAGE SERVICES

For no known reason, many language service companies became aware of the Games and the opportunities it might offer. Early on, there was an abundance of language services proposals received. One company was quick to see the marketing opportunity and became a sponsor with the Games. It was decided very early in the Games planning to have English be the official and only language of the Games. As registration goals fell behind, the registration recruitment team requested limited translations of registration materials. As the Sr. Manager's report highlights, the language sponsorship was ideal for this.

Games' policy established that translation for interviews of athletes or for other business purposes of visitors would be on a fee-for-service basis with the language company. Sponsorship of "emergency" translation needs for medical and police support during Games time would be supported by the sponsorship. The company put a special local and a toll free number in place. A review by the Medical and Public Safety Committees showed that this was not ever utilized during the Games. Police agencies have established language services support and hospitals in Oregon are required by law to provide interpreter services free of charge for their patients. Those international athletes who were treated in the hospital emergency rooms interestingly brought along someone from their group who could serve as an interpreter.

MEDICAL SERVICES

The Medical Services Committee had the most challenges and required a huge amount of time in planning and implementation. In the end, the Committee probably built itself into a more complicated structure, requiring more maintenance and resources, than was necessary.

First aid support at every event associated with the Games was imperative. The liabilities associated by improper or lack of care could be devastating to the event. Planning began over two years in advance of the Games. A Commissioner was chosen who had extensive background in sports medicine and special events. This individual also had many community ties to be able to bring together a wide variety of practitioners to assist with the planning and organization for each sport venue. Early policies were established such as mandatory coverage of the "officially posted" practice day for each sport; the daily availability of first aid support one hour before the first competitive match; the same standards of care at all venues; standard supplies present at each venue; and the use of paramedics for the high risk venues. Special events would also be supported as the large crowds could potentially pose some access challenges for emergency first aid.

To assist in the Committee's writing of the operations plans, an ambitious group of trainers and physical therapists with large sport event organization experience approached the Games. Their expertise was welcomed. Detailed analysis of the risks that each sport and venue posed were begun as the basis for the operations plan. Only a few months of work was completed before the Games solicited a sponsorship for Medical Services. Major obstacles immediately arose. First, the physical therapy group of volunteers who had already begun the planning was owned by a

conflicting corporate health care provider so their support was withdrawn. Secondly, the medical services sponsor had no experience providing first aid for sport events, but was willing to provide significant resources to make it happen. Third, once the sponsor was obtained, all the previous groups' planning work was put aside, and planning started from the beginning again. Lastly, and perhaps most challenging, were some of the conflicts that existed and arose between the medical services sponsor, the ambulance company, the chiropractors, community associations and professional groups as well as the Games Support Services Department. Medical services is an area where the players seem to have strong opinions and are not always used to working as team members.

The medical services sponsor became involved just nine months before the start of the Games. The writing and implementation of an operations plan could not have been done without the depth of resources they applied to the project. Many of their administrative staff assisted with the development and writing of the operational plan. The services the sponsor chose to support were as follows: developing and writing the operations plans for the sport venues, recruiting, training and scheduling all first aid volunteers and provision of all necessary medical supplies.

Other projects associated with Medical Services that were managed directly by the Director of Support Services included medical coverage at all special events (Opening Ceremony, Athlete Party, Closing Ceremony, Volunteer Recognition Party, and the daily activities at Celebration City), drug testing, medical research proposals, medical symposium, medical equipment sponsorships, meetings with the regional hospitals, coordination of emergency situations with the Public Safety Committee and coordination of ambulance and paramedic coverage. A review and summary of these are included below.

Many aspects of the medical services provided were much more comprehensive than required. Simple, basic first aid coverage would have been sufficient and easier to manage.

Medical supplies for all the sports venues were provided by the medical services sponsor. They coordinated the dispatch, distribution and all restocking. Four different supply "kits" were designed and packaged according to the "risk" of the particular sport and venue. The majority of venues were over-supplied with equipment that is not normally provided as part of first aid treatment. This included splints, crutches, intravenous fluids, etc. Other items were in short supply such as the proper kind of tape and skin preps for reinforcing chronic joint injuries. It was estimated \$30K worth of product was distributed to the venues. Costs could have been kept lower by only providing basic first aid supplies such as Band-Aids, bandages, ice, tape and ace wraps. It is not unreasonable to refer the athletes to more definitive care from a hospital or clinic at their own expense.

Detailed Medical Operations plans were written. Much time was spent in this process. Sport-specific rules concerning treatment were obtained whenever possible. Lengthy discussions ensued on the policy for the withdrawal of players and who should determine when to officially withdraw someone. Safety issues were addressed from disposal of bloody supplies to the dispensing of medications. Detail policy and procedures were written to address such things as the signing of a Consent for Treatment. If only basic first aid is provided the necessity for such policies and forms may not exist.

Significant time was also spent visiting venues to select the first aid locations. This turned out to be unnecessary as ultimately the decision was made by the Sports and Venues Department.

First aid volunteers were recruited, trained and scheduled by the sponsor. It was a relief to the Games to have this managed by the medical services provider. Like general volunteer recruitment, it was extremely difficult to find enough volunteers to cover the first aid positions. Several volunteer groups chose not to become involved with the Games because of the imposed requirements for specific levels of malpractice insurance and CPR training. Other groups were uncomfortable volunteering because they were associated with other health service providers.

Writing an operations plan that describes the team by profession is a mistake. For example by defining the venue medical teams as consisting of an MD, 2 RNs and 2 Trainers, the scheduling of volunteers was further challenged. Liability questions can arise as well if the written policy defined the professions when in reality the venue was not being staffed by the defined combinations of professionals. Operation plans describing the job such as triage or first aid provider would make filling the positions less arduous.

A second mistake was the exclusion of several professionals from the venue medical teams. This included chiropractors and paramedics. Chiropractors are highly regarded in sports medicine and commonly requested by athletes. In the 1998 Games last minute efforts to provide these services at key venues was attempted. However, the Games medical services committee required them to provide their services separate from the first aid tent. Also if they wanted to be a part of the venue medical team, they could only provide first aid care. Additional requirements on malpractice insurance coverage and indemnity further discouraged this group from volunteering at the Games.

Similar issues arose between the paramedics and the Medical Services Committee. Personality clashes between the two entities discouraged cooperative planning efforts. As a result, a duplication of services occurred at several venues. For example, a handful of venue contracts required an on-site advanced life support ambulance. The paramedics could have easily assisted with first aid provision while on stand-by for any emergency. The Medical Operations Plan that was written did not allow for paramedics to be a part of the venue teams, a sore point with the paramedics.

The Daily Treatment Summaries from each venue were to be faxed to the Games HQ each evening. This did not occur. Budget constraints eliminated fax machines from all but the larger venues so many venues did not have a fax. Additionally, the medical and operations center volunteers did not know these were to be faxed daily. An attempt was made by the Public Safety Committee to facilitate the process by having the local law enforcement team take the report to their Op's center and fax. This was successful at some venues but was not consistent. The Public Safety Committee and Games personnel were particularly interested in tracking any serious injuries and trends such as heat exhaustion. In reality, Support Services did not have the time to review these hand-written reports each night even when only a few were sent. In hindsight, it is not necessary to review the daily reports. Serious injuries should be reported to the Games HQ by telephone within a reasonable period of time after the occurrence. The daily records should be collected and used for submission in final summary reports.

The Director of Support Services carried an alpha pager belonging to the ambulance company. Text messages were delivered from any 911 calls and ambulance transports. This facilitated the passing of critical information to the Games and was necessary because potential liability or media issues might arise from any serious accident.

AMBULANCE AND EMT COVERAGE

As early as the fall of 1996 an ambulance services provider sponsor was solicited. It was recognized that several venues would require ambulance support and the on-site paramedics would be the best providers of expert first aid care. Assistance with writing the Medical Operations Plan could also be incorporated into this period of early involvement. Proposals were received; however, it was requested that pursuit of a sponsorship and service contract be postponed until larger corporate sponsors were signed. Valuable planning expertise and time was lost as the ambulance provider services were not solidified until just two months prior to the Games.

American Medical Response Northwest (AMR) was brought on board as the "Official Ambulance Provider". AMR is the largest national company providing ambulance services across the U.S. Additionally, AMR had supported local cycling and sport events in Portland as well as provided all the medical services for the Special Olympics in Connecticut. However, by coming into the process late, the Medical Services Committee was reluctant to include their paramedics in the remaining planning process.

There were several injuries sustained at the venues requiring transport by ambulance to emergency rooms. The most severe injury required helicopter transport to a trauma hospital. There were no transports required from venues that did not have an on-site ambulance. Good planning and anticipation correctly identified those venues where ambulance support would potentially be needed.

Through the services agreement with AMR, paramedics were placed on stand-by throughout the Games. This ultimately was an excellent decision. The stand-by personnel were utilized a fair number of times when the volunteers on the medical teams either did not show up at all or when the competition hours were unexpectedly extended into the late evening hours. The reliability of volunteers is always a challenge during events. However, in critical services such as medical, budgeting to hire the minimal requirements of personnel would assure the service is provided.

Sufficient budget allotment should also be made so as to be able to hire paramedics to cover the high risk venues/ sports. It would be wise to consider having paramedics provide team leading and be in decision-making roles at all venue medical tents. Future events should involve all necessary entities in the early planning stages regardless of sponsorship status.

MEDICAL RESEARCH

As anticipated, individuals and universities interested in the masters athlete population requested permission to conduct medical research. A review process was developed which required submission of the research proposal for review by the WMG Board of Directors, KP's Medical Services Advisory Council and the Games legal counsel. To gain approval the research could not involve invasive procedures (e.g. blood tests), a consent letter to the athlete informing them WMG

is not a sponsor of the research and a signed agreement with the Games agreeing to indemnify WMG against any and all claims that might be made.

MEDICAL SYMPOSIUM

A Sports Medicine Symposium was produced as a leveraged event. It was held in conjunction with the Games just prior to opening weekend. Dr. Bob Cook had the initiative and foresight to know that such an event could be successful. KP agreed to assist with the underwriting and to provide the staff support from their Continuing Education Department to help organize the symposium. Through Dr. Cook's reputation and contacts, he was able to a roster of notable speakers. Fitness guru Jack LaLane and sports medicine pioneer Ken Cooper were the keynote speakers. Dr. Cook's personal friendships with former Olympians also brought the list of participants to even further recognition heights. A one night, lower cost community program with the keynote speakers was also presented. The lateness of organizing the event and limited advertising discouraged high registration levels at the symposium.

REGIONAL HOSPITAL COMMITTEE

The Portland metropolitan hospitals have an established committee which meets monthly to discuss and plan for emergency preparedness. As awareness of the Games spread through the Portland community, this committee requested a meeting with the Games organizers. Information and monthly updates were provided. By readily providing informative updates about venue changes, the number of participants registered and the sports closest to each hospital, good public relations were established.

The Games Support Services staff remained the conduit of communication between the groups. The regional hospital committee provided valuable information such as distances and directions to hospitals from each sport venue. This information was then incorporated into the Medical Operations Plan and Information Binder available at each venue. Additional information such as walk-in clinic locations and hours were collected by the Medical Committee and also available as a resource at each venue.

MEDICAL EQUIPMENT

The Games had the opportunity to have a variety of medical equipment donated. The Games medical services sponsor agreed to provide the first aid supplies only. A need for additional support equipment such as ice, ice chests, blankets, cots and medical devices existed. Support Services procured all these items in exchange for "Friends of the Games" sponsor benefits.

One of the medical devices included equipment donated by Protocol Systems that was capable of monitoring heart rhythms, oxygen levels and blood pressures. Although a rather advanced product for the settings of the WMG, they were utilized during the Cycling events and Triathlon.

Exam tables and cots for the medical tents were provided by the Oregon National Guard. The request for these items was made through the Public Safety Committee. Timely delivery to the Games warehouse made for easy distribution to the venues. Massage therapists were positioned at six to eight of the larger venues. The therapists were responsible for providing their own portable tables. Additional massage tables were provided by a sponsorship from StrongLite.

Automatic External Defibrillators (AEDs) were donated by PhysioControl Corp. These devices are designed for use by the lay population and are becoming more prevalent in sport clubs, schools and private homes. Although the device has been on the market for many years, the use of them at the Games' venues was not readily acceptable to the Medical Services Committee. With only weeks before the start of the Games, many hours of discussion occurred about liability issues, training and using them at the Games. Their use was finally approved. The venues to use them were identified.

DRUG TESTING

Early decisions were made by the twenty-five sports governing bodies that drug testing would not occur at The Games except for Weightlifting. Because the WMG Weightlifting event became the sport's World Masters Championships, drug testing by their federation's rules took place. Fortunately for the Games, the administration of this costly process was placed solely on the National Governing Body. Assistance in locating the closest certified lab for sport drug testing was facilitated. Other support from the Games included providing the required secure room, private bathroom access, lockable refrigerator and volunteer escorts.

PUBLIC SAFETY

The first meeting of the Public Safety Committee was in December of 1996. Representatives from all police, fire, emergency management agencies from all communities hosting Games events as well as those from all state and federal bureaus were invited. This Committee was by far the best organized and had the most members. Close to 500 people ended up working in some manner through this Committee over the two-year period.

The Games was extremely fortunate to be able to hire the Commissioner of Public Safety, Dick Walker. As the former Chief of Police for the City of Portland, the ins and outs of the law enforcement community as well as an appreciation for the enormity of this event were the strengths he offered. He was well respected in the community and spared the Support Services Director from having to attend the numerous meetings across the state. He was responsible for disseminating the continual updates about the Games and to keep the political arms of the various agencies well briefed.

It was the stance of the Games organization to view the preparation by public safety for the event on the local, state and federal agencies as part of their normal job. No budget was allotted to support public safety planning or implementation of plans. Budgeting for hiring police for road closures and the special events was originally considered, but then scaled back as the budget was reduced.

The primary focus of the Public Safety Committee was the impact the potential crowds may have on the local agencies, and, secondarily, any hostile activity exercised against the Games because of sponsors, the size of the event, TV coverage and its international make-up.

To better handle the scope of the Games which involved over 60 venues and as many agencies, the first decision was to divide the venues into six geographic regions. Each region was to meet monthly and complete planning manuals on a specific timeline. For many local agencies the

planning was too far ahead of the actual event to gain the focus that was requested. In the local agencies as well, project managers and staff changed frequently and continuity was often lacking. Approximately six to nine months before the event would be better timing to draw the local agencies in and provide the templates for planning and writing operations plans.

The Public Safety Executive Committee was functional from day one and was comprised of the following: each of the six region managers (chairs), the Director of Support Services from the Games, the Games Public Safety Commissioner, the Oregon National Guard, the Portland FBI office, the Department of Defense and each subcommittee chair. Monthly meetings and tight timelines were defined to get the work done. The Governor of Oregon designated the Oregon State Police to take the lead position. The Executive Committee was chaired by Capt. John Downey of the Oregon State Police who professionally ran each meeting. Margaret Dimmick was hired by the State Police to attend to the detail planning process and to facilitate the regional meetings. Every meeting was conducted in a business-like manner.

A monthly newsletter was published and mailed to all public safety agencies in Oregon and Washington. The Games office was responsible for printing and mailing costs. To further facilitate communications, a web site was developed. The Committee was able to have the site and its maintenance donated. The web was accessible only by password and posted subcommittee minutes, a list of committee members and their phone numbers and a calendar of meetings. As regional plans were written, these were also posted. When possible, communication of meeting notices, agendas and minutes were all electronically transmitted.

Several subcommittees were formed to further the planning and preparation. Some had more work involved than others. All subcommittees were led by individuals chosen from those groups or agencies with expertise in the field. The subcommittees were as follows: Aviation (chaired by the FAA); Dignitary Protection (chaired by the Portland Secret Service Office); Explosive Ordinance Disposal or EOD (chaired by the ATF); Tactical (co-chaired by the FBI and Oregon State Police); Traffic and Transit (chaired by the Oregon department of Transportation); Intelligence (chaired by the Oregon Department of Justice); Weapons of Mass Destruction (chaired by the Oregon National Guard); Planning Section Chief (Margaret Dimmick); Logistics Section Chief (Mike Gilsdorf of Multnomah Emergency Management); Finance Section Chief; Communications Section Chief (Marianne Wolf, Oregon 911 System); Technology and IS Chief (Myra Lee, Oregon State Emergency Management); Joint Operations Coordination Center (co-chaired by the FBI and National Guard). The planning work and operations plan developed by each region and subcommittee are included in the Public Safety Operations Manual.

The biggest challenges for the Public Safety Committee were not knowing the actual numbers of participants until very close to Games time and the last-minute changes in venue locations. Changing venues often involved a local agency that had not been involved prior to this time and thus had to be briefed and brought up-to-speed relatively quickly.

Another obstacle for Public Safety was the inability of the Games to provide start and finish time of the competitions which made scheduling their staff difficult to anticipate. Venue flows, which were hour-by-hour estimates of the numbers of participants and spectators were produced. The data provided by the sports was only best guesses and was dramatically changed at Games time. As

was experienced by the other Support Services Committees, Public Safety planning efforts were hampered by the lack of timely competition schedules for the Games. Every venue did have at least two Public Safety personnel present during all hours of practice and competition. These two-man teams were predominately FBI and ATF. Both federal agencies brought to Portland numerous individuals to support the Games.

The Public Safety Handbook was another publication produced by the Committee. It included general information and was disseminated to all law enforcement agencies so that the officer assigned for a shift during the Games as a resource guide to the planning that was in place to support him/her should the need arise (e.g. an athlete walks up and requests political asylum).

On a broader scale, Support Services work with the Public Safety Committee encompassed other interactions with the following federal agencies: FBI; US State Department; Department of Alcohol, Tobacco and Firearms (ATF); Department of Defense (DOD); and Oregon's and Washington's National Guard. Each of these provided advice and significant support to the Games.

Meetings with the U.S. State Department Visa Regulations Branch in the spring of 1997 was advantageous in understanding how the international athlete obtains a visa. A follow-up meeting in Portland further helped other WMG staff understand the process involved. Many participants requested letters of invitation that enabled them to obtain visas. Assistance from the State Department in the wording of these documents assured the Games we were staying within our prescribed boundaries and not committing to "sponsoring" of visitors. Additional sensitivity to other requirements such as invoicing, receipts and letters of registration confirmations were important to many in facilitating their visa applications. The State Department also assisted the Games by notifying the U.S. Embassies world-wide about the World Masters Games in Portland.

A meeting at ATF Headquarters in Washington D.C. in the spring of 1997 was also helpful. The ATF in conjunction with U.S. Customs was instrumental in providing guidance and information on the appropriate forms the athletes would need to use to import their guns for Shooting. Although Shooting was canceled then later reinstated as an event in the 1998 Games, only U.S. citizens participated. Careful consideration needs to be given if this sport remains in the Games as tighter gun control laws can prevent people from returning to their home country with their guns.

Biological terrorism or weapons of mass destruction is a growing concern. Emergency first responders such as fire fighters and police are receiving special training nation wide. Special protective equipment to handle such emergencies requires special training. Because of the awareness the Department of Justice and FBI Headquarters had of the Games, Portland, was "moved up" on the training schedule and received their specialized training well in advance of other major metropolitan cities. The week long training session was set up as a disaster exercise and involved many different agencies and groups from around the state. The legacy of having received this training well ahead of other prominent cities is something the state emergency preparedness groups are happy to have had.

It is typical in large multi-sport international events to obtain assistance from the Department of Defense. Historically, events such as the Special Olympics, World Cup Soccer and Olympic

Games requested and received "Certification" of their event. Event organizers and public safety agencies can request access to support equipment to assist with the running of the event. Only those items to be used directly for public safety matters are eligible for request. The Public Safety Committee had a moderately long list of support equipment to request as they did not have access to them here in Oregon. This included the special helicopters and SWAT teams as well as more mundane items such as radios, computers and office furniture.

The 1998 Games applied for certification in the same process as the previous other events. Senators from Oregon lobbied on our behalf and letters were written. Unfortunately for us, past abuses of the certification privileges caused the abolishment of the DOD's Office of Special Events in January of 1997. The Department of Army was assigned to have oversight of a new Office of Special Events. The Games and the Public Safety Committee began our process of request again. The Director of Support Services along with agents from the Portland FBI Office visited the Pentagon and FBI Headquarters to make our formal request. A return visit to our offices by the Under Secretary of the Army occurred as late as the September of 1997. Careful scrutiny and indecision delayed finalizing the certification until the end of October, 1997.

Despite the lateness of certification, the items requested by the Public Safety Committee were almost all supplied. The Portland FBI Office along with FEMA also assisted the Committee in providing most of the items needed for the JOCC.

At Games time, the JOCC or Joint Operations Coordination Center was put in place. This command center was set up as office space for approximately 40 representatives from all the public safety agencies involved in the Games. This was essentially command central where all information from the venues came in. Any emergency situations that might arise would be supported logistically with the available pooled resources. Fortunately, no incidents occurred.

The JOCC produced Daily Situation Reports which were shared with the Games. Each evening the Games updated the JOCC on the next day's events and times and any other major issues such as medical emergencies that happened.

The JOCC also provided daily weather reports. The US Weather Bureau provided a web site for the Games with exclusive reports on the region's weather conditions. The Traffic and Transit section represented at the JOCC kept us informed of any major traffic congestion. Fortunately, again for the Games, the weather was fair with moderate temperatures in the mid 80's, no rain and the traffic flows were unremarkable.

In retrospect, despite the number of people and the multitude of agencies involved in the Public Safety Committee, a remarkable team effort was demonstrated. It was commented and noted by several of the visiting agencies and previous event organizers that the cooperative operations in Portland and the region were impressive.

SANITATION

This service area was planned to use a committee structure. Lack of representatives from the sports and the inability to find a key volunteer to manage this project, left sanitation as a support services function.

Early planning included a review of venues that potentially would require potable water and/or portable restrooms to be provided. Informative meetings were held with State Public Health Department which assisted with outlining criteria for the location and number of portable toilets and sinks. The lateness of final venue contracting made pre-planning difficult. However, as the number of participants was greatly decreased in those sports that would require this support, the provision of services was also greatly diminished. The events that required support were those held in the wilderness regions like Whitewater Canoe/Kayak and Orienteering, the cycling venues and high school ball fields.

The coordination of garbage canisters and their disposal was managed through sanitation services. Unlike other states, Oregon has garbage haulers regulated to service specific regions. Independent haulers do not exist. Therefore, a sponsorship was not a possibility to pursue to cover these potential costs. The facilities contracted had existing service agreements. Most of the venue contracts included boilerplate verbiage pertaining to the Games compensating the facility should extra hauling services be required because of excess refuse collected attributed to the events. Fortunately for the Games, and probably due to lower participation numbers and low spectator turn outs, no facility charged the Games for extra hauling.

Logistically, large disposable cardboard collection bins were provided by Pepsi. Plastic liners were also supplied by this sponsor. Recycling of cans (Oregon statute) was handled by the community groups selling bottled Pepsi products at the larger venues.

As Games time approached, the work of sanitation services was turned over to the Games logistics team to manage. This service could be handled under projects coordinated by a Director of Venues and Facilities.

SECURITY SERVICES

Security Services for the Games as managed by Support Services included the following: Bomb Threat Policy; the security/alarm system for the offices; access control and contracting private security companies at Games time.

The incidents of bomb threats to high profile events and sponsors are a common occurrence. To protect Games personnel and property, a Bomb Threat Policy was written and all staff was oriented to the procedure. Although other similar events like the Special Olympics and Olympics receive hundreds of threats, the low public awareness of the World Masters Games probably helped in keeping the incidents extremely low. Three phone calls and one suspicious package were the only incidents over the course of the three years.

A security alarm system was installed in the spring of 1998. The system chosen was more elaborate than needed. Staff was lax in activating the alarms upon leaving the offices, and many false alarms were triggered by the cleaning crew or WMG staff themselves. As the number of false alarms rose, penalty fees that could be incurred were diverted by paging a key staff person when the alarm was activated. This person would then check on the situation thus eliminating the need to notify the local law enforcement agency. Prior to installment of the system the office did have petty thefts of personal belongings as well as a printer and TV. One incident where several

purses were taken happened as everyone left the offices for the afternoon "500 Day Out Celebration".

Three venues required private security services at Games time. Overnight security services were contracted for Vancouver Lake and Tualatin Hills Recreation Center. Due to the amount of expensive equipment at these two venues, it was in the best interest of the competitors and Games to provide the service. Overnight security at the Triathlon venue was provided by the sport event organizers. Daily reports were faxed to WMG HQ each morning describing the nighttime activities. Only minor incidents of juvenile mischief occurred without any damages to persons or property.

Private security was also contracted to assist with access control to the Games' offices during the period of the event. Costs were kept low by scheduling personnel for only 14 hours a day. After 8 PM, the office was doors were locked. This was a beneficial service as it did limit the number of visits from participants and visitors thus allowing work as usual for the staff.

All other venues were patrolled by local police agencies per their normal routines. No incidents were reported.

SIGNAGE

Signage was divided into three distinct projects: Directional, Decorational and Sponsor recognition. Signage was designed to be a committee structure. However, this did not evolve to be such and instead became a project for Support Services to manage. Liaisons from the sports were solicited, a few were assigned by the Sport Commissioners, but for the most part, the input requested was not provided. A key volunteer was used to do site reviews of all venues and determine how and where banners and directional signs were to be placed at each venues. This was a laborious task and only about 50% of the venues were viewed and summarized prior to the start of the Games.

Also at Games time, sports were to provide volunteers to assist with the signage placement at the venues. This did not occur. All indoor venues preferred to have their maintenance staff post the banners. All outdoor venues and logistics of signage delivery was handled by a very astute and diligent intern hired by the Support Services Department.

Approximately two years before the Games, RFP's for signage were solicited. This had a positive outcome because the Games received sample banners and posters. These were used for speaking engagements, presentations and pre-Games events. In the end, the majority of signs and banners were designed and manufactured by GES. GES actually subcontracted the banner manufacturing. A multifaceted sponsorship was attained from GES in their production and management of Celebration City. Signage costs were discounted by GES as a part of the sponsorship package.

A post-Games sale of banners project was developed but did not produce significant revenues to make this worthwhile. Difficulty arose logistically in removing banners from the venues and categorizing them. Additionally, the street pole banners, which were in high demand, were not taken down in time due to a scheduling conflict with dismantling crew.

Although the sale of banners and other signage could generate revenues, it is labor intensive and requires a dedicated staff person during the last week of the competitions to manage the project. The licensee, Mid West Trophy Company, agreed to sell our banners for a revenue share percentage at their store in Celebration City during the Closing Ceremonies and Volunteer Recognition Party.

DIRECTIONAL SIGNAGE

Directional signage included signs on roadways leading to the venues, street closures, and venue signs for: information, first aid, athlete check-in, hospitality, officials only, no parking and sport specific sign such as start and finish banners, results, boat ramp, boat launch, weapons check, weigh-in, and lane and court numbers and others. The distribution of these signs was a challenge at Games time. As could be expected many roadway signs were lost or stolen and needed constant reinstallation. Outlying venues such as Triathlon and the cycling courses received assistance from the sheriff's offices in the placement and maintenance of signage.

Lack of manpower to place directional signs onto stakes and post at the venues made it impossible to disperse the directional signage as planned. Priority signs were displayed such as information, athlete check-in, hospitality and first aid. Restrooms and no parking signs were less of a priority and often were not erected, especially at the smaller single sport venues. The Sport Commissioners were responsive with this particular project area, and provided sport specific signage needs in a timely fashion. Budget restraints prevented the full production of their requests and some singular sign requests were not made at all. Most of the design and ordering was done in the three months preceding the Games. Installation occurred at Games time.

Bureaucratic obstacles were faced in the production of special warning signs of anticipated road/street closures and traffic diversions for the cycling road and time trial events. Fortunately, the City Planning Team helped make the right connections for us to gain approval. However, these signs were quite expensive to manufacture to the county specifications on size, color and product materials.

DECORATIONAL SIGNAGE

Decorational signage included the Games logo and IMGA logo banners, street pole banners for Portland and Eugene, the decorative entrance columns at the larger venues, venue decorative banners, flags, awards podiums and media centers. Close coordination with the event company managing the special ceremonies afforded use of many decorative signs at a cost savings.

Airport signage also came within this project area. The airport signage is owned and managed by an independent company (TrailBlazers, Inc.) from the governmental agency that runs the airport. Early meetings a year in advance showed great promise for Games decorative signs and banners to be at the airport. An advantage was that early posting would further community awareness with the large volume of foot traffic through the airport on a daily basis. Also, many of the Games' sponsors already had existing contracted signage space at the airport that could be capitalized upon.

Another avenue explored was a special variance allowed to the Games to post its logo onto existing backlit signage space in Terminal A and in the baggage claim area. The cost for production would have been the responsibility of the Games, but the lease cost would be sponsored by TrailBlazers, Inc. Unfortunately a sponsorship with the TrailBlazers came within weeks of the start of the Games, and although airport signage was included with this partnership agreement, there was literally no time left for design development, approval and production to be accomplished. As a result, this signage project was missed by virtue of the sponsorship not being obtained within the opportune time frame.

In the city of Portland, events traditionally hang decorative banners from certain street poles within the city proper. The permit process was aided by the City Planning Team and the Games were allotted prime locations and more than the ordinary coverage. Unfortunately, budget restraints prevented us from producing the full 600 allowed. 150 banners were produced with the Games logo. Each World Partner had their logos displayed on a banner (8 were produced for each partner). This was a delight to the sponsors as all previous events had placed their sponsor logos onto each banner together, which dilutes the visual impact. The biggest challenge with the street pole banner project was determining those pole locations available to use. No one within the city or the power company could provide a map of the poles where banners could be placed. Volunteers were recruited and the streets individually walked and maps marked for locations. The Marketing Department then completed a walk-through with Support Services to designate which sponsors' banners would be hung on what streets. Fortunately for us, the banner installment company was easy to work with and the uniqueness of hanging specific banners on alternating locations was done according to our designs. Street pole banners were also hung in Eugene, 3 for each World level Partner. These were smaller in size than those hung in Portland, but again, brought great visual recognition for each sponsor.

The Support Services Sr. Manager coordinated the production of flags with the IMGA logo. This was funded by the IMGA and will be used at future Games. There was limited discussion on the use of national flags. IMGA bylaws discourage the representation of countries and encourage individuals to represent themselves. This is a wise decision for the production of national flags for display or awards ceremonies along the Olympic Games tradition would be very costly.

SPONSOR SIGNAGE

The Sponsor signage project consisted of the banners produced for sponsor recognition at the venues. Each World level sponsor was to be recognized on individual banners. Lower level sponsors were displayed together on single banners. Although this is a sponsor's marketing dream, it was not realistic. Logistically, it was impossible to hang 56 banners at every venue. Production costs were enormous and should be approached more conservatively in future events. Also in the 1998 Games, sponsors signed contracts very close to the Games. Attaining correct or preferred logos from the sponsors and production and sign off of signage mock-ups were slow in turn-around. Penalty late fees were incurred from the sign manufacturer as many orders were submitted after cut-off dates. Where possible, all the banners were hung at the venues. Most outdoor venues could accommodate the numbers, but there were often not available fencing or other objects to affix the banners to.

A positive point was that the huge number of banners produced and installed really did make the large venues look great. It announced to the public that more than the usual weekend sporting event was happening.

Each sport had a sponsor presenting it. Banners were designed with the sport pictogram and the presenting sponsor name and logo. This provided great sponsor recognition and the sponsors were pleased with this project.

Some sponsors also requested the privilege of using inflatables as a further visual marketing promotion. For most of the outdoor venues this posed no problems, and only simple variances were obtained from the venue/facility owners. Sponsors were clearly informed that installation and maintenance were their responsibility. Additionally, the Games retained the right to dictate the placement locations. This was imperative so as not to interfere with line of sight or other competition or venue layout restrictions.

Signage for products displaying alcoholic beverages met with restrictions at some venues. Special allowances were obtained through sign review boards to accommodate these Games sponsors. The only venues that ended up disallowing these sponsors were the high school baseball fields in Salem.

Many indoor venues were willing to hang their banners as soon as they were produced. This gave the sponsors additional exposure and helped with community awareness at the various facilities and clubs. Unfortunately because signage design approval and production was done very late, the earliest signs went up were two weeks prior to the start of the Games.

OTHER SIGNAGE PROJECTS

Several sponsors requested customized banners. These costs were borne by the sponsor. The sponsors were requested to use the Games' sign company (WMG was receiving discounted production costs on a partial sponsorship of the signage so the extra business at full cost was appreciated).

Two extra large NWMG logo banners were produced and displayed prominently next to major thoroughfares on the sides of buildings. The buildings were owned by sponsors, American Medical Response and East Bank Saloon, who were happy to assist in the promotion.

Logo designs were obtained for placement on the motor pool. The stickers were produced by the Games and proved to add a positive visual aspect to the large number of vehicles in the motor pool.

Window decals were designed for the "Gold Medal Restaurants" participating in that program. Only these establishments could display the window stickers. Although these were done in good taste, they were small and visually hard to see. As the Games approached, the official headquarters hotels also displayed these emblems.

Also under Support Services was the design and production of color coded vests for volunteers to wear in "Traffic", "Security" and "First Aid". Sixty vests for Traffic and Security were ordered. Only

about one half of these were dispersed and used. Had athlete numbers or spectators materialized, the number of volunteers employed in crowd and traffic/parking patrols may have demanded more be used. The First Aid vests were also imprinted with the Medical Services sponsor logo, Kaiser Permanente. Design work was provided by the sponsor, and they agreed to cover the cost of these vests. 150 vests were ordered and used daily. These were returned to the sponsor for their future use. These red vests were well-used and assisted all venue personnel to readily recognize first aid locations on and off the field of play.

The original Business Plan outlined the development of CAD (Computer Assisted Drawings) of each venue. This project was later assigned to the Sports and Venue Department. Budget restrictions did not allow the Games to purchase the necessary CAD software and the production of venue layouts was wholly incomplete. Such plot maps are used for example to mark tent and other sport competition operations centers. Such maps were requested by the tent companies to assist in setting up the tents. Last minute hand-drawn maps and spray painting at the exact venue locations sufficed. It was the intention to use such plans also for marking medical/first aid locations, emergency road exits, etc. This was sorely missed by the public safety agencies concerned where temporary structures or temporary venue changes might interfere with normal ingress and egress routes.

This project could have possibly been sponsored by an architectural or landscape firm. Some community interest was generated, but lack of time did not allow pursuit of such sponsorships. As a result, some venues had no venue layouts plotted. Some venues had, at best, hand drawn layouts. Those venues with more extensive maps had pre-existing blueprints or CADs that could be manipulated for Games purposes. As an alternative, aerial photos that were taken by the FBI of all outdoor venues were provided to the Games. The resolution proved to be too small to use these to draw on. For future events in the least, a consultant hired to complete the drawings would be beneficial.

Research was done on sign permits and restrictions for state and local highways. This showed us there were exhaustive regulations which varied from city to city, county to county and differed between Washington and Oregon. In the end budget restraints prevented the Games from producing any welcome signs or banners across roadways. This was fortunate as well because of the time that would have been required to wade through the regulatory processes.

A sponsorship was developed with several public transit systems. It was envisioned to have Games awareness type advertising and volunteerism information on the buses. It was later determined to contract with privately held companies to handle the various public transits' signage. Cost again prohibited the Games from pursuing this avenue of signage exposure.

Wall murals in downtown Portland were investigated. The City Planning Team was helpful in guiding us through the regulatory process for this. However again, the cost became prohibitive. Only one mural was painted. This was quite impressive and was accomplished through a sponsorship from a sign/media company.

Through assistance from contacts with State Department of Transportation, a database of all billboards in the Portland area and on the main highway arterioles leading to Portland was

obtained. Budget restrictions prohibited the Games from contracting any advertising on these. In the late spring of 1998, a sponsorship with one of the advertising companies did afford the Games some billboard displays in the Portland metropolitan region.

SPORT SPECIFIC SPECIAL EVENTS

With the reduction in budget, the sport specific events were one of the first areas to be cut from Games financial support. This included the sport's Opening and Closing Ceremonies and any social functions the sports would organize. The management of this Committee fell to the Sr. Manager. Her past event experience, and her commitment to obtain things complimentary made this a success. For little or no cost, those sports choosing to hold venue opening/closings kept them simple. BBQs and athlete socials were well organized. All the social events charged the athletes a fair price to cover only costs. The work of organizing these sport special events was shifted to the sports' local organizing groups. Those sports that were motivated and organized offered athlete entertainment ranging from banquets to BBQs to no-host cocktail parties at the hotels. These events were all popular with the athletes, and it was not necessary that they be supported by the Games.

TELECOMMUNICATIONS

The Telecommunications Committee was the last committee to become organized. The initial work was done by the Support Services Department and Warehouse/Logistics personnel. The planning and implementation of the communication system was somewhat disorganized and pulled together at the last minute. This was due in part to the fact that a key volunteer for Commissioner was never found and lack of staff time within the organization to tackle one more large project.

Telecommunications encompassed the following areas: pagers, cell phones, 2-way radios, the coordination of amateur radio operators ("ham radio"), the communication plan for within each venue and the means of contacting emergency help from every venue. Early needs assessments described the anticipated numbers of pagers, cell phones, telephones, and 2-way radios. These numbers were significantly reduced due to budget constraints and due to the limits of our sponsorships received. In some cases, the Sport Commissioners were left uninformed of these reductions which caused some day-of-event redistribution in order to accommodate their needs.

Sponsorship of pagers and cell phones was obtained late in the spring of 1998. It would be much better to have these solidified further in advance of the start of the event. The time required to finalize needs and track their distribution interfered with other critical paths under supervision of Support Services and the Warehouse crew. Despite budget reductions, adequate numbers of pagers and phones were received to be able to run the events fairly smoothly.

It was determined that the sports did not need to be able to talk to each other but only amongst themselves. Key volunteer and staff pager and cell phone numbers were accessible to WMG staff. These numbers were printed and laminated so each staff could attach to their credential lanyard. One operational glitch which should be avoided in future events is the need to access long distance numbers. For example, if the sports in Eugene and Bend wanted to page their sport volunteers, it required paging using a long distance number.

Because the geographical distribution of the venues was across a 150-mile radius with interfering mountain ranges, 2-way radio communication to the Games HQ was not possible without installing many temporary repeaters and antennas. An assessment of each venue was done for hard telephone lines or temporary line installations. This was the primary means of communication from the venues "out".

Each venue worked as an independent "pod" as related to the hand held 2-way radios used. Channels were assigned for competition, WMG staff (operations), transportation, and medical. Larger venues had more channels programmed so that each sport could communicate within itself and not interfere with the others. Channel codes were attached to each radio for easy reference by the volunteers.

Again, the last minute coordination of the telecommunications equipment posed some disorganization to the sports such as: lack of sufficient batteries and chargers distributed to the venues; lack of instructions on operation of the equipment; and inadequate distribution of appropriate volunteers, such as the medical services, to venues. It had been hoped the larger venues would have a "net operator" located at the venue's operations center. This person was to monitor all the radio channels simultaneously and therefore be the one calling for supplies, emergency support and in general assisting the smooth operation of the venue. The Games was unable to find and recruit volunteers to fulfill this position. An attempt was made to solicit the support of the local Ham Radio Associations but the request came too close to the Games. Earlier contact and a Games staff person available to pursue this resource would have been beneficial.

Calling 911 and other emergency help from the field of play or the First Aid Tent was to be relayed by 2-way to the net operator. Without this coordinator in place, alternate plans were laid. The First Aid lead person was provided a cell phone by Kaiser, the medical provider. Additionally, every venue had at least two public safety personnel on site who were equipped with their own means of communication. Often it was these teams that provided the support to the Games by having the ability to fax and call the Games HQ at any time.

Several meetings with the Amateur Radio Association did produce significant support for the most challenging venues which were the cycling routes and Triathlon. Because of the length and location of the road, hill climb, and time trial cycling events, there was a necessity to have "relays" and additional antennas placed along the routes to assure continuous communication between the sport officials. In both sports this worked well with the ham operators' support and provision of the additional equipment needed without cost to the Games.

TRANSPORTATION

Transportation Services included motor pool, parking needs, the provision of shuttle bus transport for the athletes and the evaluation of traffic impact on the region. The Transportation Committee was convened in the fall of 1996. Early committee members included public transit representatives from Portland, Eugene and Salem, Oregon Department of Transportation, Portland Department of Transportation, private charter bus companies, and the taxi and limousine service companies. The Commissioner or Committee chair was recruited. Although the Transportation Commissioner facilitated the planning through the early stages, the lead-planning

group became the transportation consulting firm, Nelson-Nygaard, which was hired to plan the details of the shuttle system.

SHUTTLE BUS

IMGA bylaws require athletes be provided shuttle transportation to their sport's venue if public transit is not available. Early analysis of available service was eye opening. Only 30% of the venues had public transit service. None of the smaller communities such as Bend, Salem, Hood River, Cascade Locks and Goldendale had public transit at all. In addition, with no specific central congregating place, the hotels designated as sport specific (i.e. those located geographically close to their sport's venue) became the focus of service. Many of the hotels were in suburban locations with little or no public transit stops within five blocks. The sport venues and facilities in the Portland metropolitan area are also lacking in regular and daily (including weekend) public transit services. The Games budget reductions presented continuous stumbling blocks in the planning and implementation of the transport system.

Nine projects were identified to take the focus of the Transportation Committee. These were as follows: the inventory of buses in the area; the needs or characteristic demands (odd size equipment, hours and days of competition, etc.) of each sport; how to implement a system that intertwines with public transit as much as possible; defining what the Games felt was acceptable levels of service (what is acceptable time between shuttles, frequency during the day, etc.); focus on Portland, Vancouver and Eugene (other communities would receive no supplemental transportation); system designs for restricted access areas such as the National Forests; traffic impacts and route design; service for the Opening and Closing Ceremonies and Athlete Party; acquisition of free public transit passes for the athletes; and preparation of RFP's and final contracting for the shuttle services needed.

A general concern of the Committee was the availability of the necessary bus inventory to support a shuttle system especially at peak touring season. It was decided to predominately use school buses to ease concerns of supply shortages and for their economical costs. As the number of participants anticipated diminished in the few months before the Games, inventory concerns faded.

The taxi and limousine companies were kept informed throughout the pre-Games planning. With large numbers of expected visitors, these companies appreciated the forewarning and agreed to schedule vacations and maintenance accordingly.

The sport specific requirements such as oversized equipment athletes may carry with them plus historical competition service expectations of each sport were obtained by using a Transportation Services Questionnaire. The Transportation Committee Sport Liaisons joined the core committee group early in the planning process for this purpose. The Liaisons were also asked to tour each of their venues for parking availability, shuttle bus stop locations and for bus turn-around space. Unfortunately, fewer than 50% of the sports liaisons attended the meetings and assisted the Games staff in providing the necessary information. A Support Service intern completed this information gathering process in the summer of 1997.

Results from the questionnaires showed us the following: swimming and track and field athletes typically expect and use shuttle systems at their competitions; team sports rarely used shuttles; internationals typically have high expectations of service levels and regularly depend on public transit. Oversized equipment could be accommodated by using buses with storage units, guns for shooting would need to be securely stowed in locked storage and would not be allowed on any public transportation vehicles, transport of bicycles could not be on the buses but could be placed in a separate truck.

The level of service was determined by the committee and mirrored the standards of the Portland public transit system. This included having no one walk more than five blocks from their hotel to a transit stop, either public or shuttle. Every one to two hour service for most competitions was sufficient with little or no mid-day service if the sport had everyone starting at one time, such as the cycling and orienteering events. Air-conditioned coaches would be used on routes where total transit time to the venue was longer than one and a half hours.

It became evident less than a year from the start of the Games that the light-rail system servicing the Portland metropolitan west side would not be completed in time for The Games. This dramatically effected the design of the shuttle bus system. Without this "backbone" of public transit service to the west side suburbs where the majority of the athletes were competing, the Transportation Committee needed to take some unique measures to meet the demands. Negotiations with Tri-Met, the Portland public transit provider, pushed for allowing complimentary passes to all Games participants as a means of compensation for the unfinished light rail. Many meetings for negotiating the passes not only with Portland but also Vancouver and Eugene ensued. The end product was free public transit on all three systems for athletes and volunteers. A holographic sticker was placed on the athlete and volunteer credentials to serve as the fare or ticket. All participants, companions, media and sponsors could ride the Games shuttle buses for free.

The three venues in Bend, Oregon hosting the Whitewater Canoe/Kayak events had restricted access. The number of individuals allowed near the water's edge due to the environmental impact laws required a shuttle system designed to handle athletes as well as spectators. Staging areas and off sight parking lots were designated. The number of athletes in this event was extremely small and the anticipated spectator draw never materialized which made implementation and management of the system easily done from Portland. The shuttle system in this community was provided by sponsorships from the Inn of the Seventh Mountain, the sport's HQ hotel, and by Mt. Bachelor Inc.

Orienteering in Goldendale posed similar spectator/participant number limitations. Off-sight parking at the local high school was donated and used as a pick-up/ drop-off area for those athletes driving themselves to the competition.

Due to budget constraints, it was decided to service the Opening Ceremonies and Athlete Party. Historically, participation in the Closing Ceremonies had been minimal and therefore shuttle service to this event was excluded. Special shuttles and routes were designed to service these two main events. Portland public transit provided additional buses on their key routes to supplement their service without cost to the Games.

Having a central registration place at "Celebration City" had its pros and cons. In the case of transportation, it created additional costs for transportation. Most of the venues and hotels were on the outskirts of the city with little or no public transportation. Athletes were required to go to registration for credentials prior to the start of their competition. From this perspective, registration at the sport venue or hotels would have saved significant expense in transportation costs.

Since there are no private transportation companies in Eugene, the shuttle system servicing the airport, contracted hotels, the dormitories and the two track venues was handled by the public transit system, Lane Transit District. Lane Transit was familiar with the needs of track athletes having provided similar services for previous events. Having the historical expertise made this especially easy to plan and implement. Additionally, the consideration of reduced charges in exchange for sponsorship benefits was successfully negotiated.

Vancouver, Washington's public transit system, C-TRAN, was easy to work with and the city was happy to be involved with the Games. Initial presentations were given to the city and transit boards. Further negotiations secured the additional half hourly shuttles needed to service Vancouver Lake.

Significant support and assistance was received from the Oregon Department of Transportation and the Portland Department of Transportation. Meetings with both entities facilitated good working relationships. Advice was freely offered. Updates on road construction projects were provided, reviewed and suggestions for alternate routing provided. Assistance with the permitting and necessary signage for the street closures for the various Cycling venues was also provided by these agencies. And lastly, the Public Safety Committee was greatly appreciative of the open lines of communication provided by the Transportation Committee to these departments. As the Games approached and the actual number of visitors became a realistic and manageable number, the anxiety level was lessened in regards to traffic impacts on the region.

The Support Services Department also prepared the RFP for the provision of shuttle services. A significant reduction in hourly charges on the buses used as well as reduced rates for staff involved with the planning was obtained. In return for rate reductions and free services, the public transit companies and the private provider received a level of sponsorship benefits. This saved the Games significant expense. Retrospectively, this was not a good business opportunity for bus company due to the Games inability to meet even these reduced expenses.

In future events the Marketing Department, not the Operations Department, should be the one that negotiates and secures reduced expenses for business services required for the event.

Fortunately for the Games, Nelson-Nygaard provided expert services and was able to plan and implement a supportive shuttle system. The system was complex and was tightly coordinated to use a combination of public and shuttle bus services to get to any one venue. The biggest challenge was the last minute changes in venues and the lack of accurate start and finish times for the competitions. The printing of the final routes and time schedules was extremely frustrating due to the sports' indecisions. By providing standby buses and having a company flexible and willing to service their client, all our needs were taken care of successfully without delays.

Nelson-Nygaard designed the system and printed the Ride Guide. No valid transportation system complaints surfaced during the Games. No "bad press" of traffic congestion appeared. Daily reports provided showed no problems. If budget allows it, a future recommendation would include better international type pictogram signage on the shuttles and at the bus stops.

MOTOR POOL

In November of 1996 the Games received a minivan for staff use by the Games travel company sponsor.

A simple policy for staff motor pool use was developed in conjunction with the Administration Department. All staff were required to sign the policy and procedure. A calendar sign out sheet was provided. All car maintenance and motor pool management was handled by the Support Services Department. In review of the sign-out records, the van did not become fully utilized until January 1997. Utilization was primarily by the Support Services Department doing speaking engagements and business meetings around the state. Usage increased in April by Sports and Venues for venue visits and other department's staff assistants.

Toyota Motor Company was ultimately signed as a sponsor and contributed vehicles to the staff motor pool. A minivan was provided immediately which allowed us the use of two mini vans for the motor pool after August 1997. These vehicles were highly utilized. Five additional vehicles were added to the motor pool starting October 31, 1997. One was a pick-up truck which was also highly utilized starting in January of 1998. The other 4 vehicles were mid-size cars, Camrys, and were under-used.

In summary of staff motor pool, mini vans were great to have for the best utilization of needed cargo space, for hauling purposes and for the capacity to take several people in one vehicle. Two vans available for staff use about 20 months prior to the Games are ideal. The 4 mid-size vehicles (Camrys) for motor pool use were under utilized, as the majority of staff preferred to use their own vehicles for business purposes. It is recommended to consider acquiring an additional 3 mini vans and 2 pick-up trucks about 8 months prior to the Games instead of having the mid-size vehicles.

The number of vehicles needed for The Games time was requested based on early athlete projection numbers and met by the Toyota sponsorship. On August 4, 1998 Toyota delivered 163 vehicles. The breakdown was: 20 Avalons (luxury sedans); 24 Corollas (small compacts); 44 Camrys (mid-size cars); 20 pickup trucks; 45 Siennas (mini vans); 10 4-Runners (sport utility vehicles).

The Games vehicles were provided to Sport Commissioners, Games staff and key volunteers.

Logistically, the delivery of such a large number of vehicles in one day so close to the Games was a challenge. The Support Services' intern successfully negotiated use of a high school parking lot for delivery. Quick dispersal to the drivers was accomplished over 3 days by organizing a pick-up schedule in advance.

A policy and procedure was developed for the volunteers using these vehicles. Copies of driver licenses were obtained in advance on as many of the volunteers as possible who were identified

as drivers. Driving records were checked by the Games insurance company, AON Risk Management. Cost of the check was sponsored by AON. Original preference by AON was to have drivers attend the National Defensive Drivers Class. This proved too costly and difficult to schedule and was not done.

Insurance for all the vehicles used was a Games incurred expense and managed through AON. Toyota chose to have additional insurance coverage themselves on all the vehicles.

Gas for the staff motor pool was covered by the Games budget (under Administrative Department costs). The vehicles provided to key volunteers such as the Sport Commissioners were considered a "perk," but The Games only covered the equivalent to one half tank of gas. Vehicles provided to individuals living outside of Portland were given higher allotments. Gas for other vehicles used by logistics and key staff was fully reimbursable. A gas company sponsorship would have been beneficial.

As mentioned in the signage summary, logos were designed to promote Toyota as Games sponsor. Each vehicle had logos affixed to both front door panels. These were relatively easy to apply, but time consuming. This was accomplished by the volunteer team receiving the vehicles.

A car wash sponsorship was solicited and half price car wash coupons were purchased for motor pool use. Only those vehicles used in advance of the Games required maintenance. Only the two mini vans had need for oil changes. Toyota paid for all maintenance on their vehicles. This was not part of their original sponsorship agreement and was negotiated with their operations department. Other service such as replacing a cracked windshield was covered by insurance.

Due to a loose check out system and record keeping of the vehicle distributions, the returning of the vehicles became a tremendous task. Another volunteer was recruited to re-organize vehicle returns. Many hours were spent starting week two of the Games trying to determine who had been given cars and matching them up with the actual vehicle registration numbers. Logging vehicle return, matching keys and recording any damage was extremely time consuming. Return of the vehicles was to the Games warehouse which fortunately had ample parking to handle the volume of vehicles for the short term. Volunteer teams drove the vehicles to Toyota's logistics center approximately twenty-five miles from the Games warehouse over the week following the Games.

Only one serious accident with a vehicle occurred (damage estimate of approximately \$3,000.00). Fortunately no one was injured. Other minor damage was assessed to the Games' insurance company to handle. This included cracked windshields and minor body scrapes. Despite signing a policy agreeing to no smoking in the vehicles, two vehicles were returned with cigarette damages which the Games were responsible for repairing.

If future events are able to dedicate a full time staff member and have the gas and insurance budgeted or sponsored, then allocating this many vehicles at Games time would be great for sponsor promotion opportunities. Ideally, the car sponsor should provide logistics assistance and handle all check-out and check-in procedures.

For this event, it was a nice perk to offer to the hard working volunteer Sport Commissioners, other key volunteers and all staff a car for Games time use, but it was really too many vehicles. IMGGA, visiting guests and sponsors should be responsible for their own transportation needs. Sport Commissioners should be reimbursed a set amount to cover gas on their private vehicles, provided there is adequate insurance in place. Trucks and mini vans used for logistics purposes should be fully reimbursable. At least 6 trucks and 10 mini vans should be made available. If a car sponsorship is secured, sedans for VIPs (IMGGA and guests of the Games) can be accommodated. Ten cars for this purpose is sufficient.

Additionally, 3 large 20 - 40 ft. trucks were rented by the Games for the logistics teams. A sponsorship for the larger trucks should be pursued in future events.

PARKING

Arrangements for pre-Games and Games time parking were made. Negotiations with the hotel adjacent to the Games' offices offered prime downtown free parking in exchange for doing business with the hotel (booking guests and consultants with the hotel). Although this was advantageous to selected senior staff at the Games who received the privilege of a parking slot, it was internally a sore point with staff assistants who primarily used the motor pool as only one minivan was parked conveniently next door. As The Games approached and the size of the motor pool increased, monthly parking was purchased for the motor pool located 6 blocks from the office.

The ability to secure complimentary parking or budget for reimbursement of parking for volunteers working in the offices pre-Games is a valuable lesson to learn. Many volunteers voiced their complaints about "paying" for volunteering. Some volunteers were reimbursed at times for parking. Another consideration would be to provide them with free public transit passes.

At Games time, thirty parking spots for the month of August were solicited by Support Services and ultimately donated by a sponsor. Ten spots were dedicated to the Hospitality and Protocol Services Committee. Few VIPs were involved with the Games and as a result this number of cars and spaces was not necessary. The warehouse was located in the suburban west side of town. This was ideal, as plenty of free parking and staging space was available for the staff and key volunteers who made up the logistics support teams.

Also at Games time, eight parking meters were "hooded" on the street in front of Games Headquarters. Although this was costly (\$16/day/meter), it provided for easy pick-up and drop off in front of the office for staff and the logistics volunteers. Four of the meters were used by the staff and motor pool who needed the ability to quickly come and go from headquarters. The acquisition of the permits was facilitated by the City Planning Team as well as additional meter reservations were secured for the Opening Ceremonies for act staging and the shuttle buses and for the Public Safety's Joint Operations Coordination Center located in another area of town.

The use of the Convention Center for Celebration City required the Games to purchase daily parking passes for staff and volunteers working there. Also, contracts with sponsors promising parking. This fortunately did not become as big of an issue as it could have with sponsors demanding spaces. A few sponsors were accommodated with a limited number of spaces for their staff working at Celebration City.

It was a Games decision not to provide VIP parking spaces at the venues. This was a good decision because along with reserved spaces for VIPs and/or sponsors, the "policing" of this adds an extra project for volunteer recruitment and training. We would not have been able to support this with the limited number of volunteers we had.

Parking availability at all venues was analyzed. Fortunately with decreased participation numbers and few spectators, there was no need for parking management.

Only a handful of venues had parking issues: Cycling Road Race, Cycling Hill Climb, Cycling Time Trial, Cycling Velodrome, Triathlon, Vancouver Lake (Rowing and Canoe/Kayak), Brooks Memorial Park (Orienteering) and White Water Canoe/Kayaking (Bend). In the case of Triathlon and Vancouver Lake, both of these parks normally charge a per car parking /user fee. Good relationships with Clark County resulted in waiving of the fees at Vancouver Lake. Agreements for the Triathlon were the Games purchased passes ahead of time to give to our participants. A letter of agreement with a church adjacent to the Velodrome afforded Games participants free parking if overflow parking became necessary. The other cycling events were handled by the police agencies who directed traffic for the closed roads and assisted the participants to find parking on side streets. Orienteering and White Water were unique as these venues were in protected National Wildlife/ National Forest areas with restricted impacts written in the venue permits. Shuttle buses from base parking lots were scheduled to accommodate these two venues.

I would recommend for future events that venue parking issues be under the direction of the Director of Venues and Facilities. Motor pool issues should remain under the Transportation Services of Support Services.

DAY TOURS

Day Tours were not organized by the Games, but were given to the "Official Bus Company" to have a revenue source in return for the discount on the hourly rental cost of the buses used for the Games' shuttle services. The day tours departed from Celebration City and were very popular. Most days were sold out. A plan to try to pre-sell tickets was devised. Information sheets were included in all confirmation letters sent to the athletes from May-July, 1998. Little response was received. Athletes are unsure of their final competition schedules and hesitant to sign up for tours in advance. It would be better to save the printing costs and provide a booth displaying the tours at the athlete registration center.

VOLUNTEER SERVICING

Volunteers for Support Services' Committees were primarily recruited by the Support Services Department. The bulk of these volunteers were involved in pre-Game planning and many were providing services as part of their daily work/job requirements. The few involved at Games time were most often in key management or leadership roles for the implementation of support services at the various venues.

As mentioned in the general overview of the Support Services Final Report, the database management of the demographics and committees' work was very difficult to manage without the much needed software program. The program brought to the Games in the spring of 1998 was

too late for Support Services' purposes. It was used for scheduling volunteers and to print the volunteer recognition certificates. Valuable time so close to the start of the Games was consumed by the Support Services Department to deal with this new means of data management.

Support Services developed a Volunteer Form specific to the Committee structure developed. This was different from the forms used by the volunteers working for the sport competitions. Color coding the forms helped differentiate the two forms, however this benefit was lost when the completed forms were faxed in. The Medical Services sponsor developed two additional volunteer forms for use by the medical volunteers. One form was for the general first aid volunteer, and the second was for the volunteer chiropractors. The wording on the waivers was amended to cover malpractice insurance issues.

The Support Services volunteer needs were defined by using the Volunteer Staffing Needs Worksheet. The information was returned to the Volunteer Department for recruitment and training purposes.

Another aspect of Volunteer Servicing included the presentation of recognition certificates. It was anticipated the Volunteers who had worked planning for the Games would come to the Volunteer Recognition Party. The certificates were to be picked up then. Unfortunately, thousands of these were not distributed as few planning committee persons participated in this party. Also the cost of mailing the certificates was not in the budget. If these certificates were printed six months in advance of the Games, distribution during final committee meetings could have occurred.

Meals for volunteer sport officials and other key individuals working all day at the competitions was coordinated and managed by the Sr. Manager in Support Services. Logistically, two vans were assigned meal delivery. Due to a lack of communication with the Sport Commissioners and daily changes in the competition schedules, timely delivery was rare.

Pepsi product and snacks were to be available for the volunteers at the sport venues. Sport Commissioners or, if recruited, the Hospitality Committee Liaison were responsible for the distribution of the product to their volunteers. Unfortunately, in some cases, the product was given away to the athletes in the first day or two. This left none for the volunteers causing many complaints. Fortunately, Pepsi as a sponsor provided additional product for distribution. By week two of the Games, product distribution was more tightly controlled.

SPECIAL EVENTS

OVERVIEW

The Events Department was moved from the Marketing & Sales Department to the Operations Division about one year out from the start of the Games. This happened when it was determined that for financial reasons the position of Director of Event Marketing should be eliminated. Event Services then became the sole responsibility of the Senior Director of Operations.

The events that became the responsibility of the Operations Division were:

- Opening Ceremonies
- The International Athlete Party
- Closing Ceremonies
- The Volunteer Party
- The Entertainment Center at Celebration City

WHAT WORKED

When it was finally decided to eliminate the Events Department and outsource the major events to a local Event Management Company, things began to work. Global Events Group took over the Opening & Closing Ceremonies and the Athletes and Volunteer Parties. This took the pressure off of the staff, and other than planning meetings and financial scrutiny, the work was done by Global. All events were considered a success although it was probably a more expensive way to operate the Events.

The Entertainment Center was a part of Celebration City which was primarily developed by GES Exposition Services within the confines of the Oregon Convention Center. Once the Center was physically developed by GES, it was operated by the Operations Division Staff. Although the crowds were smaller than anticipated, except during the two parties that took place in the building, the Center provided great daily entertainment for the participants and the public and was an overall success.

WHAT DIDN'T WORK

Because the original plans were to use the Portland Waterfront Park as the site for a great deal of the event activities associated with the Games and because those plans failed to materialize, the Games event planning was slow to develop. The constant planning and revising of plans over a two year period created ill will with organizations and companies within the community and certainly caused expenses that should not have occurred.

Although there was a great savings in moving Celebration Center to the Oregon Convention, and the set up and flow of Registration was significantly better than it would have been at the waterfront and the Interactive Sports Arena and Entertainment Center were far better than it could have been anywhere else, the community simply did not attend in the numbers anticipated.

Because of a lack of publicity, which was never generated due to the fact that the Games Committee felt that with no headline act there was nothing to publicize, the attendance at Opening Ceremonies was large but disappointing. This could have been overcome if the event would have been publicized as a once-in-a-lifetime celebration for an event like Portland has never seen and will likely never see again. Instead the Games Committee looked at their own event as a concert and because there was no major headline talent and money was tight, they refused to advertise. The event, although a bit long in spots, was very entertaining and would have been well accepted had more people known it was happening.

RECOMMENDATIONS

Decide from the beginning if Events Services will be a Department of the Games or will be outsourced to an event management company. My suggestion would be to outsource them.

If you wish to draw a crowd to any event, you must advertise and publicize. Creative advertising will overcome the absence of headline acts. The trick is to make the public believe they are going to see the best thing since "sliced bread" and then give them such a great show without a headliner that they don't even realize there wasn't one.

Gear events toward the Athletes and their companions. The public are onlookers at Games events. The participants are the ones to please.

MARKETING AND SALES DIVISION

The 1998 NIKE World Masters Games (NWMG) Marketing and Sales Division developed corporate partner relationships, licensing programs, a restaurant cross-promotional program and an interactive sports trade show that increased awareness and recognition of the World Masters Games movement.

ESPN became the national broadcast entity for the Games in February of 1997. The "official" contract was agreed upon one year later. NIKE, as title sponsor of the Games, covered production costs for the four shows on ESPN and ESPN2. The national World Partners of the Games received television units, until the inventory was depleted.

ESPN's schedule was:

(contracted 4 hours of programming)

- 1) **ESPN** Thursday, August 13, 1998; 10PM PDT to 10:30PM PDT
- 2) **ESPN** (replay of first show)
Saturday, August 15, 1998; 1AM PDT to 1:30AM PDT
- 3) **ESPN2** Monday, August 17, 1998; 9:30PM PDT to 10:30PM PDT
- 4) **ESPN** Thursday, August 20, 1998; 10PM PDT to 11PM PDT
- 5) **ESPN** Sunday, August 23, 1998; 9:30PM PDT to 11PM PDT

Recommendation: The major decision that will add value to any "sponsorship" package is media. All media partners should be negotiated before other corporate entities and benefits are decided. An expert in media negotiations should develop and service the best package for the Games. Media partnerships are very different than corporate partnerships. There needs to be a dedicated person to get the most out of the media relationships. Television, Radio, Print, Web-site (for awareness and sales of official products) in that order, should lead the partner listing. Additionally, every media entity should have an obligation toward athlete entry support for the Games. Without it, the athletes will not receive the registration message via mass marketing.

The sales scope or "relationship building" was looked upon as a "true partnership" between NWMG and the corporate entities. Each corporation was given a customized presentation and a list of benefits to fit their needs. Four sales agencies were contracted to solicit partners from the international/national market, regional/local market, technology, and the travel services market. With the help of the Organizing Committee, the agencies negotiated 14/62 partner contracts with most of the partner-servicing coming through the Games office. The corporate partners preferred working directly with the Games, not through a go-between, for servicing of their accounts.

Recommendation: An in-house marketing and sales entity should be established to sell and service corporate partners. Separate in-house sales and servicing staffs should be developed.

Based on potential volume, up to four "World" partners should be included within each sales staff's portfolio. A consultant could be acquired to help manage this function, but the best sales people are your own in-house staff. The staff knows more about the details of the Games than any outside entity. The servicing staff should be responsible for all corporate hospitality at venues. Also, the servicing staff will need to work closely with a "venue manager" in operations to make sure benefits and other deliverables actually happen.

Recommendation: The sales materials should be produced by a professional company. Using the NIKE World Masters Games logo as a base, Creative Media Development designed a clean, creative "Look of the Games". It was carried out in video and print presentation materials. It set a very professional tone of the presentation.

Recommendation: The tracking sheets developed by the department transformed into a great tool. The most useful at "Games time" was the Partner Benefits Chart. It made for an easy and quick read for deliverables.

The corporate, media, retailer, distributor and sales force entities have been successful in creating cross-promotional activities. The Marketing and Sales department, with the help of the Communications department, presented the "Look of the Games" to the partners to exploit within television, radio, print and promotions. This strategy gave an identity and trademark equity to the NIKE World Masters Games.

Recommendation: The Partner Summit program developed by the Marketing and Sales department should be continued. The Games conducted five (5) during a one-year period. The participation from the partners was very strong, and these business meetings, with a social flair, helped to produce long-lasting and profitable relationships between corporations.

Some examples of the Games cross-promotional activity follow: KATU-TV and Kaiser Permanente (title of television preview show and NIKE World Masters Games television updates); Fred Meyer and Midwest Trophy Manufacturing (Official merchandise in-store sales); Toyota Motor Sales (local commercial tags); Pepsi-Cola and Toyota Motor Sales (in-store Rav 4 lease giveaway); Pepsi-Cola and Subway (in-store commemorative cup promotion); Earth2O product label swipe; Pepsi-Cola, Gold's Gym, Frito-Lay WOW! chips, USA TODAY and Team Landry Custom Card coupon promotion within Diet Pepsi "cube" cases; US Bank in-branch pin promotion; Rex Hill Games labeled wines (Pinot Gris, Pinot Noir and Chardonnay), The Oregonian 24 page Games insert; Godfather's Pizza weekly advertisements in The Oregonian; Henry Weinhard's restaurant/bar banner promotion; Henry Weinhard's 6 and 12-pack Games packaging promotion and VISA merchant window sticker program.

Recommendation: If the sales and servicing staffs are split, there will be more time to encourage and develop promotional activities. It is necessary to provide "guidance" for partners to spend additional funds to promote their association with the Games. Without their additional awareness building, the 1998 NIKE World Masters Games would not have been given the exposure it received.

Partnerships generated over five (5) million dollars in cash and budget relieving in-kind (BRIK) to the Games, with an additional almost eight (8) million dollars in value in-kind (VIK).

The “**Official Merchandise**” licensing program was developed to exploit the Games logo and mascot.

The **Gold Medal Restaurant Program** was developed in order that area restaurateurs could be a part of the Games. It also provided an entertainment as well as a hospitality component for the Games.

General Recommendation: All Games staff and consultant hires should be completed by the actual Senior Director overseeing the department.

Licensing Program

Midwest Trophy Manufacturing Company (MTM) became the exclusive merchandise supplier and Master Licensee of the 1998 NIKE World Masters Games in March of 1997. The first line of merchandise was developed within a month. In the contract, MTM assumed all of the financial risk and the Games received royalties on pre-Games sales, sales to partners and retail sales. MTM staffed all of the venue sales locations. Additionally, MTM used a mobile unit to sell at venues that were either outside of the Portland area or that were only running for one day. Merchandise was marketed and sold via the internet (June, 1997), direct mail (June, 1997) and at Fred Meyer stores (August, 1997). The results of these sales were mixed. Internet sales generated very little business. Direct mail generated less than \$30,000. Fred Meyer purchased over \$70,000 worth of merchandise at wholesale pricing with the agreement to pay a percentage back to the Games on their retail sales.

NIKE provided the Games with the polo shirts for the Organizing Committee, volunteers, Board of Directors and IMGA. Additionally, NIKE provided waistpacks and baseball hats for the Organizing Committee and Volunteers. Pre-Games, NIKE provided thousands of free t-shirts.

Recommendation: Negotiate the royalty for partner merchandise sales at a higher rate of 10% not 6%. Try to negotiate the royalty for retail sales at venue at 15% on a similar sliding scale or try to establish a higher flat rate at 20%. Under no circumstances give away free merchandise other than the athlete t-shirt or athlete bag during the event.

Celebration City

In August of 1997, Celebration City was moved from Waterfront Park to the Oregon Convention Center. Celebration City was the primary location for athlete registration, a transportation hub and the site of the merchandise superstore, Interactive Sports Arena and Henry Weinhard's Food and Beverage Pavilion. The Games would have liked to have moved the Interactive Sports Arena and Merchandise Superstore into the Convention Center on August 7th when registration opened. However, a previous trade show kept that from happening until August 12. Because of limited move-in time, the Games were forced to situate the Interactive Sports Arena in the Hall with the established food concessions and the Henry Weinhard's Food and Beverage Pavilion in the Hall

without an established food court. Ultimately, the Convention Center was unwilling to set-up additional food stations in the Food and Beverage Pavilion and just sold beer.

The Games determined that, instead of running the typical "uneventful" corporate trade show, it could attract thousands of Oregonians to visit the Convention Center by offering a free interactive sports exhibit. These additional visitors would probably otherwise not be interested in the Games. The Games aligned with GES, a worldwide leader in convention services, to organize the event from August 12-22, 1998. The Marketing department sold partners on the concept and eventually succeeded in convincing the majority of the World Partners to participate. Each exhibit cost the partners between \$3,000-\$50,000 to construct and staff. The merchandise superstore was one of the cornerstones of the Interactive Sports Arena. Large crowds of Oregonians never materialized due to lack of a paid advertising budget and the indoor location during the summer.

Recommendation: One primary location for the event is critical, and most corporate partners will want an exposition area. However, unless you have the perfect location and have the budget for advertising the area and its activities, an Interactive Sports Arena will add little to the overall success of the Games.

FINANCE & ADMINISTRATION DIVISION

BUDGET & FINANCE

The 1998 NIKE World Masters Games was unable to reach its financial goals. The original plan held the hope of a surplus benefiting both the international masters athlete movement and local youth sports organizations. The international Masters Games Association and the Portland Oregon Sports Authority would have shared this surplus. However, what actually happened was that anticipated revenues did not materialize, and because expenditure levels assumed our receipt of these funds, it was necessary to continually cut back expenses throughout the course of the Games to coincide with revised revenue projections; however, the athlete registration and Games time income never materialized. The Games ended with a deficit, a disappointment graciously recognized and accepted, by our generous and cooperative lenders, sponsors, and creditors. The following summary is based on unaudited final estimates:

FINANCIAL SUMMARY:

GROSS REVENUE

Sponsorships (Cash & BRIK)*	\$7,249,000
Registration	\$1,823,000
Special Events	\$265,000
Ancillary	\$175,000

TOTAL GROSS REVENUE \$9,512,000

EXPENSES \$11,812,000

PRELIMINARY DEFICIT \$(2,300,000)

LOANS AND PAYABLES CONTRIBUTED OR RESOLVED \$2,300,000

NET FINAL DEFICIT \$0

* Sponsors contributed an additional \$7,688,000 in VIK (Value Added In Kind)

WHAT WORKED

- A preliminary budget was developed before Games staff was assembled.
- A three-tier budget was adopted early in the planning process reflecting three levels of revenue, so that Games staff could adapt plans and purchases quickly in the event projected revenues did not materialize.
- A title sponsor, NIKE, and pledges from NIKE (\$500,000) and PacifiCorp (\$100,000) were secured before the Games bid was presented and awarded.

- A \$1 million bank line of credit was secured two and one-half years before the Games.
- Discussions were held with creditors to work with the Games on payment terms.

WHAT DIDN'T WORK

- Sponsorship revenue was short of expectations.
- Registration revenue was short of expectations
- Ancillary income, especially licensing and merchandising revenue, was short of expectations.
- Early spending at the Budget A level (the highest level) meant that later spending had to be at a Budget E level in order to meet Budget C level revenue. Early spending was for high quality, world-class Games, but the revenue to support Budget A did not materialize.
- Budgets had to be redone so frequently that they were useless in the final 90 days leading up to and including the Games.
- The ability of the Finance Committee, the Board, and the staff to adapt to shortfalls in revenue was erased by unrealistic staff expectations of athlete enrollment until the very last days preceding the Games.
- Likewise, unrealistic expectations of sponsorship revenue persisted well past the point of possible Board and staff reaction time.
- Revenue did not match expenses. In the end, lenders were not repaid in full, and a significant number of creditors were paid less than 100% on outstanding balances.

RECOMMENDATIONS

- Future Games should be well capitalized **before** the bid is presented to the IMGA.
- Similar to a fund raising campaign, a certain percentage of revenues, at least one-third to one-half, should be pledged during the bid assembling process.
- Major supporters, such as title sponsor and state and local governments, should be asked to commit to **specific dollar pledge amounts** before bid presentation. For certain supporters (e.g., local governments), the case for Games support is not compelling once the Games announcements and publicity begin --- why contribute money to an enterprise which already looks successful. In the case of the 1998 NIKE World Masters Games, it seemed to everyone that funding was well covered by one of

the greatest athletic shoe and apparel companies in the world, NIKE. To the contrary, NIKE was the title sponsor, committed to significant cash and in-kind support only; however, NIKE was not the sole underwriter of the Games.

- Once financing is in place, planning should be somewhat conservative relative to projected revenues. The old adage "project low on revenue and high on expenses" is still good advice.
- **Continuously reevaluate the reality of the financial status versus hopes and expectations and react accordingly.**

ACCOUNTING

WHAT WORKED

- Accounting software MAS90 produced by State of the Art in California, USA, provided all necessary features. Two significant capabilities were (1) departmental and sub-departmental (one sub-department for each of the 25 sports) accounting and (2) budget vs. actual comparison financial reporting.
- Payroll processing was outsourced to a private company, thus saving on labor costs.
- Staffing was high quality and sufficient in numbers: Senior Director of Finance & Administration; Accountant; and, in the six month period surrounding the Games, a part-time paid bookkeeper and several part time volunteer credit card payment processors were added to the staff.
- Good internal controls were designed and administered, as verified in audits of 1995, 1996, and 1997 by the international accounting firm of Deloitte & Touche. An audit of 1998 was not performed due to inadequate funds.

WHAT DIDN'T WORK

- Due to cash flow problems, a significant amount of staff time was applied to pro forma preparations, financial reports, and lender meetings. This in turn put pressure on accounting staff to take on additional accounting responsibilities.
- Staffing at the end of the Games was inadequate for good quality control and thorough administration of all accounting functions. Budget cuts resulted in early layoffs of an accountant as well as the Management Asst. for Administration.
- Payment processing for hotel room deposits was difficult; this was barely handled, thanks only to hiring an experienced travel industry person late in the Games.
- Payment processing for athlete dormitory housing and meals was challenging.

RECOMMENDATIONS

- Enlist regular, reliable volunteers to assist staff when possible. Accounting was the most unpopular area for the Games volunteers. All avenues should be pursued in this effort: retirees, high school and college students, etc.
- Outsource all travel and dormitory arrangements and payments.

HUMAN RESOURCES

WHAT WORKED

- High quality staff was hired.
- Senior staff were paid premium salaries and benefits to attract them away from established previous jobs. All full time, permanent staff members and their dependents received medical, dental, life and short- and long term disability insurance free of cost.
- A mix of native Oregonians and non-Oregonians was hired. Locals offered knowledge of local people and vendors. Non-Oregonians offered excellent national and international contacts resulting in significant sponsorship revenue on the national/international level.
- Key staff members with prior sport event management were enlisted --- most importantly, the General Manager & CEO and the Senior Director of Operations had significant prior experience. The result was world-class sport competition.
- A General Manager & CEO with vision for a world class event led the staff. High quality "look" (collateral materials, banners, venues, etc.) was a hallmark of these Games because of the GM.
- Flexibility was the key word in staff organization and in adjusting individual job descriptions to adapt to strengths and weaknesses.

WHAT DIDN'T WORK

- Due to budget cuts, full staffing was not implemented. Only 30 of an original 40 full time positions were filled.
- In some cases, staff from outside Oregon lacked the understanding of the local culture to work effectively with government, business, and media.
- Overly optimistic assumptions usually accompany strong visionaries; budget cuts resulted in early layoffs and elimination of hoped-for bonuses.

- Due to insufficient staffing, some individuals in Operations and Technology, in particular, were stretched to their physical and emotional limits. The lack of funds for staffing, equipment, and supplies handicapped staff's ability to succeed in its mission of producing a world class Games. All staff in the end experienced stress and fatigue to some degree.

RECOMMENDATIONS

- Increase the importance of (1) convening Games Board members and planners with local community leaders during the bid process, and (2) arranging senior management contact with the same groups. This will increase the chances of success in blending the local and imported cultures.
- Engage a GM with strong management and motivational skills.
- Keep staff goals and expectations realistic.

ACCREDITATION

WHAT WORKED

- Credentials organization and delivery was matched to needs for access to competitions and special events.
- Credentials doubled as a free pass to public transportation.
- Credentials doubled as a rechargeable phone calling card setup with an initial three free minutes of calling time.
- Credentials and lanyards were produced at the reasonable price of \$1.00 each.

INSURANCE

WHAT WORKED

- Medical insurance, dental insurance, life insurance, and short- and long-term disability were provided to all full time, permanent staff members and their dependents free of cost.
- Medical insurance was donated to the staff as a benefit of the Kaiser Permanente sponsorship during the final year of the Games.
- The Games insurance agency of record, AON Risk Services of Oregon, was a cash sponsor of the Games, and coordinated all aspects of risk management (general

liability, automobile insurance, property damage, workers compensation, athlete participant coverage, etc.)

- The insurance agency appointed a team of approximately ten people to work with Games staff for two and one-half years to coordinate everything from marketing bids to underwriters, to on-site risk evaluation of venues, to efficient Games communications systems.
- Athlete participant medical insurance was offered to all athletes at their own cost, thus saving the Games a tremendous amount of money in premiums. This coverage was offered by mail before the Games and at the Registration Center during the Games.
- ***ALL LOSS CLAIMS WERE HONORED AND REIMBURSED.***

RECOMMENDATIONS

- In regard to employee insurance, facilitate meetings joining staff with the insurance professionals directly, to insure that everyone understands procedures and benefits.
- Enlist an insurance agency of excellent reputation that is committed to customer service.
- Involve the insurance agency very early in the planning process.
- Facilitate communication directly between the insurance professionals and the senior staff involved in all significant areas of the Games production (competitions, special events, employee insurance, etc.)

INTERNS

WHAT WORKED

- Interns from two university business school sports marketing programs were hired at either low wages or at no pay.
- Interns were engaged in work which would provide education and responsibility for specific projects as opposed to clerical support work.

LEGAL

WHAT WORKED

- Excellent legal advice was obtained from the Games' law firm and, in particular, the attorney who was appointed general counsel to the Games. Advice in all areas of the Games and participation at Board and Board committee meetings was consistently available.
- Early communication insured that the model contracts for sponsorship and athletic competition venues were sound.
- Conflict was avoided with reasonable, measured responses to problems thanks to advice of counsel.
- Counsel was available to review all special exceptions to contracts.

RECOMMENDATIONS

- Enlist a law firm and general counsel who are committed to community service and to the success of the Games as we did.
- Secure sponsor provided legal services if possible.

REGISTRATION

WHAT WORKED

- Registration by Games staff.
- Registration Center design --- spacious; registration booths organized by sport.
- Registration Center volunteer staff --- more than enough staff, well trained in information and customer service etiquette.
- **Registration Center had two separate areas: (1)Regular Registration and (2)Special Handling or "Problem Resolution"**

WHAT DIDN'T WORK

- Registration by a travel agency located far away from the site of the Games.
- Refund policy needs reconsideration (see below); "non-refundable" policy discouraged athletes from early entry.

RECOMMENDATIONS

- Simplify the registration application and condense the number of pages.
- Accept registration applications by mail only; allowing registration by fax or telephone creates too many duplicates.
- Adopt a "tiered" refund policy: Full refund until one early date; partial refunds until a second later date; and no refund for registrations received after a certain date.
- Have plenty of volunteers available at Registration --- send them home early if you have too many.
- Promote pre-Games office registration volunteers to supervisory positions at the Games-time Registration Center. They are the most knowledgeable about the Games, the sports, the technology, etc.
- Use your most skilled volunteers and paid staff in the "**Special Handling**" area; this is where an accountant should be.

TECHNOLOGY

WHAT WORKED

- In-house technology manager.
- One staff member concentrating on Games organization; one staff member focusing on office staff training and support.
- Creation of athlete registration database.
- Purchase of volunteer database, which was customized for Games use; program included volunteer information as well as scheduling capability.

WHAT DIDN'T WORK

- Depending on travel agency 3,000 miles away to develop athlete registration database.
- Timely and complete competition results reporting. Needed more staff and speedier competition reports.

RECOMMENDATIONS

- Select the Technology Manager very early and involve this person in the activities and needs of all areas of the event.

- Obtain technology sponsors to provide hardware, software, and technical support

TICKETING

WHAT WORKED

- Ticketing only for Opening Ceremony, not for competitions and other special events.
- Admission to all competition and other special events was free for all credentialed people (athletes, volunteers, companions, officials, etc.)
- Opening Ceremony ticket printing and sales were outsourced.

WHAT DIDN'T WORK

- Opening Ceremony attendance could not be accurately predicted due to the fact that so many tickets were given out to athletes and companions without knowing their attendance plans.
- Opening Ceremony ticket delivery to athletes who registered in the second city was complicated by timing and control issues.
- Opening Ceremony tickets could not be delivered to athletes who had not registered prior to the ceremony.
- Publicity to the athletes about the Opening Ceremony was insufficient to produce good attendance at the ceremony.